



2016 HIGHLIGHTS REPORT



ALLEGHENY COUNTY
ALWAYS INSPIRING

COUNTY OF  **ALLEGHENY**
RICH FITZGERALD
COUNTY EXECUTIVE

To: Rich Fitzgerald, Allegheny County Executive
From: ^{WDM} William McKain, CPA, Allegheny County Manager
Date: February 6, 2017
Re: 2016 Allegheny County Highlights
cc: Jennifer Liptak, County Executive Chief of Staff
Barbara Parees, Deputy County Manger
Stephen Pilarski, Deputy County Manager

This report is a collection of major accomplishments over the past year for each of the Executive Branch departments. The highlighted activities represent continual efforts by the departments to improve their processes and the quality of services they provide to the residents of Allegheny County.

The County received a positive outlook and an A1 rating on its bond issue in 2016, in recognition of multiple years of operating County government with an eye toward fiscal responsibility. The Department of Budget and Finance, was able to capitalize on this rating improvement, saving \$26 million of taxpayer money by refinancing \$200 million of County debt.

Our Public Works Department paved a total of 58 miles of roads in 2016, more than 2.5 times the previous eight-year average of 21 miles. The redesign of Corrigan Drive in South Park, reducing the vehicle lanes and adding bike lanes, has created a safer and more inviting attraction for one of our major parks. The Facilities Management Department was successful in negotiating a more favorable contract for natural gas, reducing the County's energy costs by more than \$350,000.

The Parks Department's Park Rangers program delivered its first full year of outreach and programming in 2016, reaching more than 68,000 people. Our Marketing and Special Events team welcomed in excess of 230,000 residents and visitors at the Summer Concert Series and other events in 2016, and launched a wedding and special event booking initiative for our historic courthouse and Hartwood Acres Mansion.

County departments charged with enhancing public safety continued to respond to incidents and improve efficiency and effectiveness. County police deployed a new Impact Squad in 2016 to focus efforts to assist municipal police departments as crime trends emerge. The Department of Emergency Services 9-1-1 Communications Division added three municipalities and two response agencies to the system.

Our departments that provide services to foster the health and welfare of County residents continued their efforts to improve and innovate. The Department of Human Services led the state in transitioning nursing home residents to personal residences, and opened the *412 Youth Zone* to serve young adults who transitioning out of the foster care system. The Health Department expanded the participation in the *Live Well Allegheny* campaign to

include 12 new communities, four new school districts, 60 restaurants and six employers. The department's efforts to improve air quality are showing results, with lower ozone measurements at the County monitoring stations.

New technologies were introduced throughout various departments in 2016 to manage internal operations more efficiently and better serve the public. The CountyStat team piloted a paperless contracting system to save time, money and environmental resources. The Parks Department launched a new trail app for mobile devices to enable users to navigate park trails. Public Works is implementing a GPS system to optimize the deployment of snow plows, and the Allegheny County Police adopted an automated Records Management System.

Thank you for your vision and leadership as we continue to provide enhanced services that our residents expect and deserve.

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HEALTH AND WELFARE

DEPARTMENT OF HEALTH

Opioid Overdose Epidemic: The Allegheny County Health Department (ACHD) has been deeply involved in combating the opioid overdose epidemic facing Allegheny County. Staff completed an opioid report with the Department of Human Services (DHS) and identified “hot spot” neighborhoods with high overdose rates. ACHD also dispensed naloxone to 15 school districts and trained over 150 individuals in 10 organizations to know the signs of an overdose and how to administer naloxone. The County also hosted a “Fuse” fellow to work with target communities on interventions.

Allegheny Link: In conjunction with partners at DHS, ACHD launched Allegheny Link, a home visitation program and housing and homeless services resource. Allegheny Link was utilized by 682 families for home visiting programs in 2016.

Live Well Allegheny Campaign: The Live Well Allegheny Campaign continues to gain momentum. This year, ACHD added 12 new Live well communities (now 33 total) covering 609,356 residents, four new school districts (now eight total) covering 51,069 students and faculty, 60 restaurants, and six employers. ACHD’s Green Grocer program, a mobile farmers market designed to travel into food desert communities and provide fresh food options that are missing, expanded into seven neighborhoods. The department also funded the Active Allegheny Grant Program, a commuter bicycle and pedestrian transportation plan, in the Allegheny County Department of Economic Department to support nine projects in 14 communities.

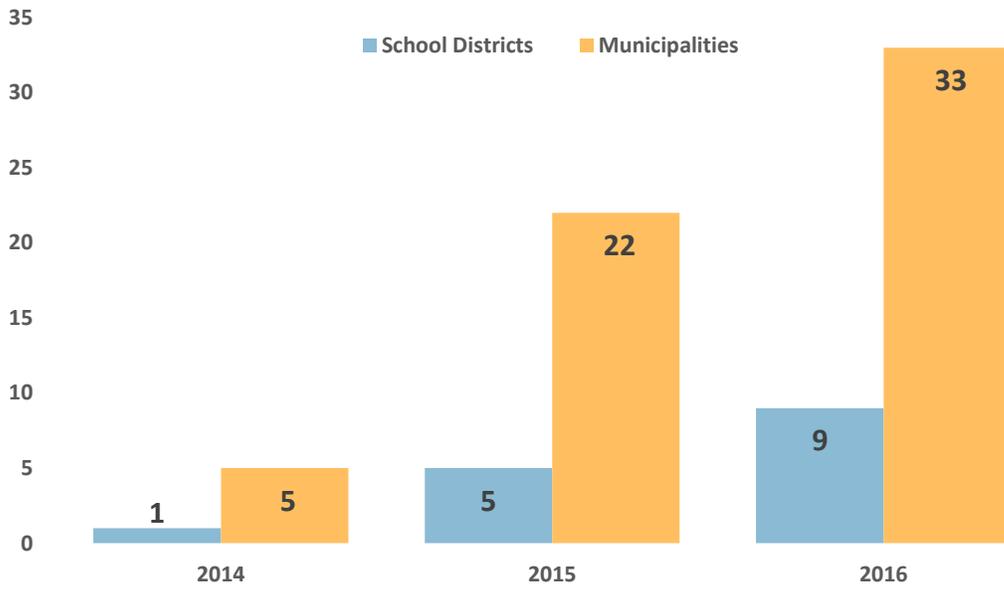


North Fayette Township celebrating their Live Well Community

MISSION

The mission of the Health Department is to protect, promote, and preserve the health and well-being of all Allegheny County residents, particularly the most vulnerable.

Live Well Allegheny Participation



Live Well Allegheny Communities

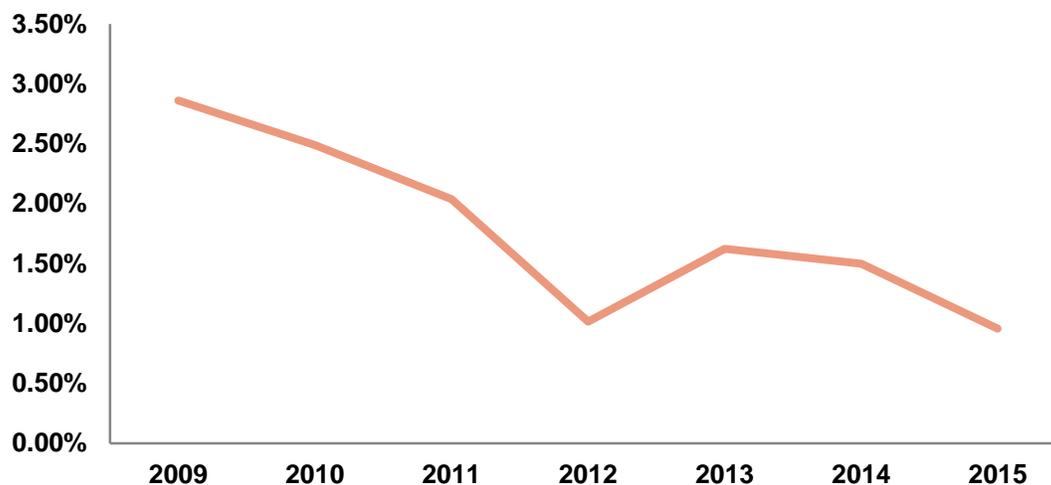


Updated 08/17/2016
Source: Live Well Allegheny

Food Borne Illness Detection: The ACHD Public Health Laboratory implemented the Film Array Gastrointestinal Panel to detect 22 pathogens within one hour of test setup. This new Panel provides important new resources for food borne illness detection.

Lead Exposure Reduction Interventions: The lead blood levels of Allegheny County residents are decreasing, however, ACHD is redoubling efforts to decrease environmental lead exposure. The Allegheny County Health Department lowered the blood lead level that triggers an investigation from 15 ug/dL (micrograms of lead per deciliter of blood) to 10ug/dL, mapped children with high blood lead levels to identify areas for more targeted interventions, added an additional lead inspector, and received a grant to train 11 housing inspectors as lead based paint risk assessors.

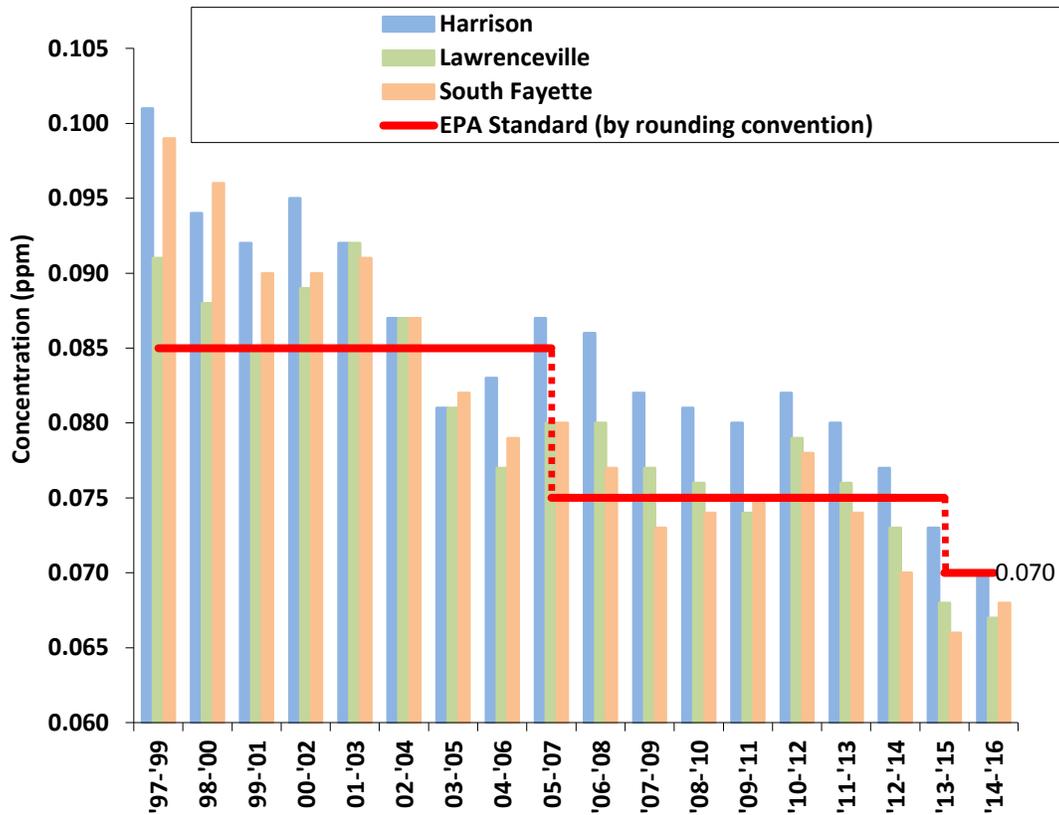
Percent of Children Under 6 with Blood Lead Levels \geq 10 ug/dL in Allegheny County



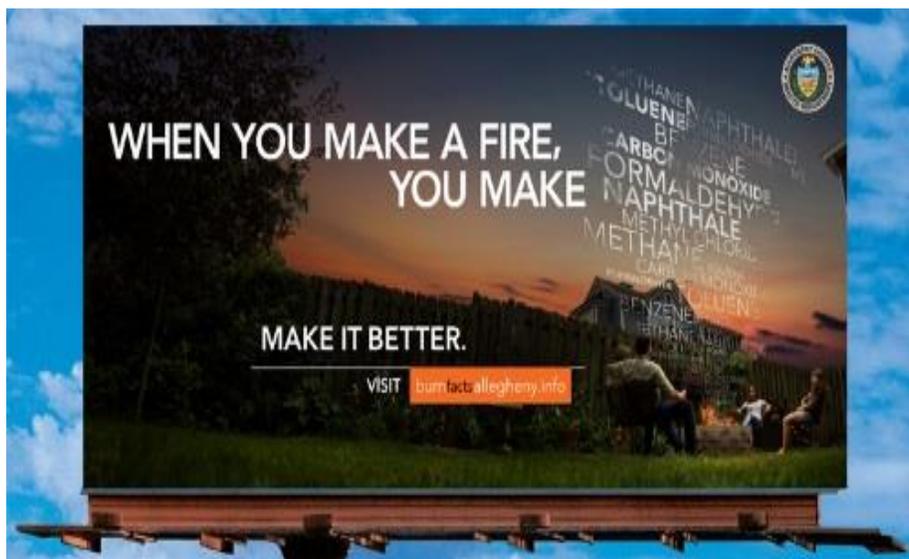
Dental Health Program Access: In 2016, the ACHD Dental Program improved internal reporting processes, centralized billing/collection function and added more Head Start programming, resulting in a revenue increase of \$65,000. This increased revenue will allow the ACHD Dental Program to target more individuals in future years.

Improved Air Quality: Efforts to improve air quality and eradicate the “Smokey City” image of the region saw continued success in 2016. One measure of air quality, the ozone design value (the three-year average of the four highest 8-hour ozone readings), continued to improve, falling to levels at or below the new EPA standard at each of the ACHD monitoring stations.

8-Hour Ozone Design Values, ACHD Sites



In addition, ACHD conducted an anti-open burning campaign in the fall of 2016, to reduce hazards from open burning. The campaign included deployment of six billboards, web ads and a stand-alone website, with combined total exposure reaching nearly eight million impressions/views.



Open burning campaign billboard

GRANTS

ACHD received over \$2.5 million dollars in additional grants in 2016 to cover a wide variety of programming including:

- \$500,000 grant from Heinz Endowments to launch a violence prevention program to address violence as a public health issue.
- \$200,000 Robert Wood Johnson Foundation Data Access Sectors for Health (DASH) grant to develop a social determinants of health data warehouse to examine predictors of cardiovascular mortality.
- \$165,000 Highmark grant to implement an electronic health record.
- \$1.5 million grant from RK Mellon for improvements in healthy food access.
- \$125,000 from Hillman Family Foundations for the Live Well Allegheny Campaign.
- \$100,000 Highmark grant to implement quality improvement strategies.
- \$20,000 from the Environmental Protection Agency (EPA) to assist with fireplace to natural gas pilot program.
- \$200,000 from the Pittsburgh Foundation Public Health Improvement Fund for training, accreditation, dissemination and other infrastructure related projects.

These grants allowed ACHD to take on bold, new initiatives around food access and violence prevention and also helped to enhance the underlying infrastructure of ACHD.

DEPARTMENT OF HUMAN SERVICES

In 2016, The Allegheny County Department of Human Services (DHS) served more than 220,000 individuals.

412 Youth Zone: In March 2016, the Department of Humans Services in conjunction with Auberle, opened the 412 Youth Zone, a drop-in center for young adults aged 16-23 who are transitioning out of the foster care system and are eligible for independent living services or are experiencing unstable housing. Located in downtown Pittsburgh, the 412 Youth Zone serves as a one-stop center where programming focuses on life skills, medical and behavioral health, education, housing counseling and workforce development. The center is operated by Auberle under a \$2 million contract from DHS, and served 893 individual youth by the year's end. Since July 2016, KidsVoice, an organizational partner at the 412 Youth Zone, provided legal service to 75 youth and on-site medical services to at least 85 individuals.



The 412 Youth Zone

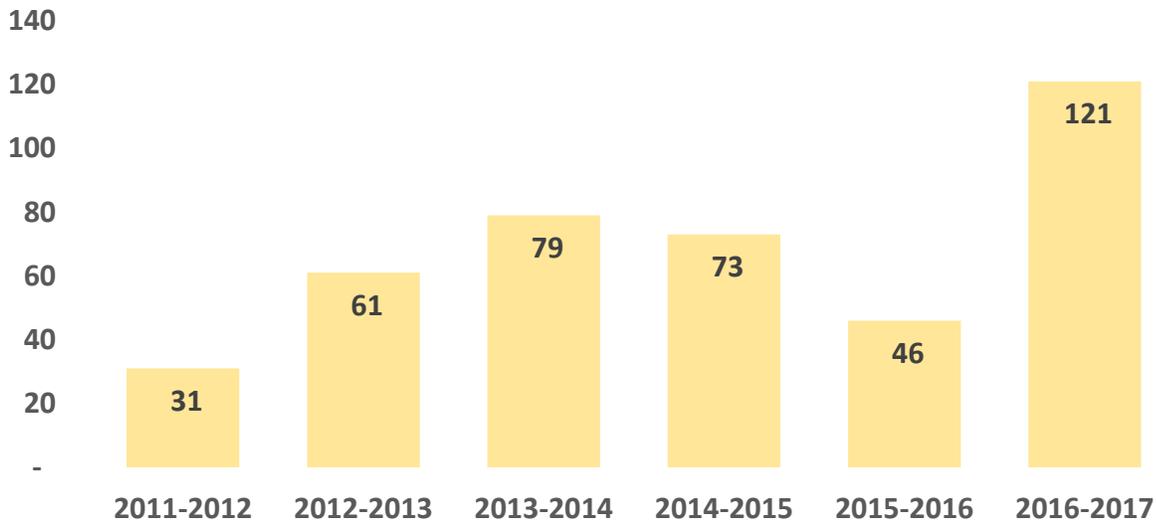
Office of Community Services (OCS): The Severe Weather Emergency Shelter, previously opened only during periods of inclement weather, was renamed the Winter Shelter and now remains open every night from November 15 to March 15 for people who would otherwise sleep

MISSION

The mission of the Department of Human Services is to create an accessible, culturally competent, integrated and comprehensive human services system that ensures individually tailored, seamless and holistic services to Allegheny County residents, in particular, the county's vulnerable populations.

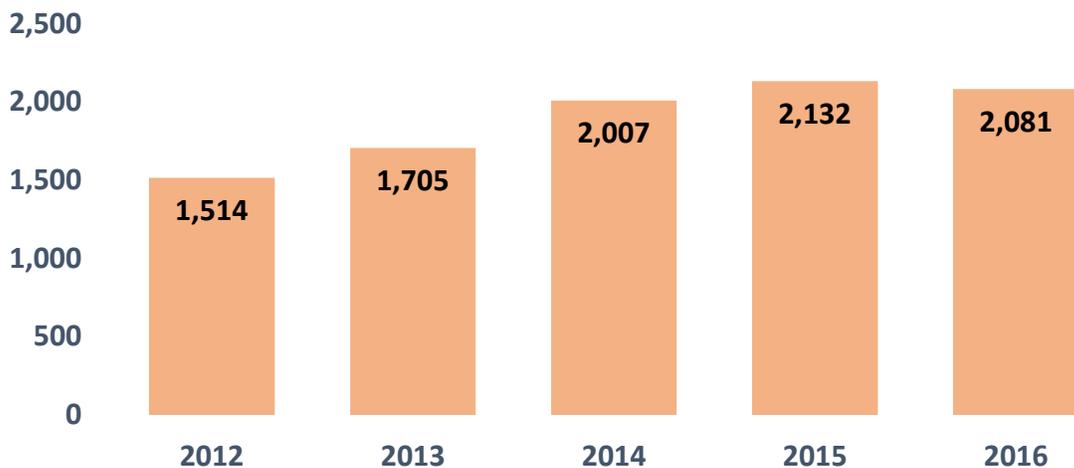
on the streets. This will increase opportunities to engage the chronically homeless and to connect them to permanent supportive housing.

Winter Shelter/Emergency Weather Shelter Nights Open



The Homeless Advisory Board (HAB), in partnership with DHS, embarked on a year-long community planning process. The HAB reviews and advocates for positive change in public policy on homelessness; advises Allegheny County, the City of Pittsburgh, the City of McKeesport, and the Municipality of Penn Hills on issues affecting people who are at risk of homelessness; and identifies gaps in the Allegheny County Continuum of Care. There are currently 21 committee members with representation from both the public and private sector.

Permanent Supportive Housing for Homeless Individuals with Disabilities - Persons Served



Data Access: DHS rolled out a new, searchable data website to showcase research and reports: www.alleghenycountyanalytics.us. To date, there are over 150 publications and datasets on the Allegheny County Analytics website.

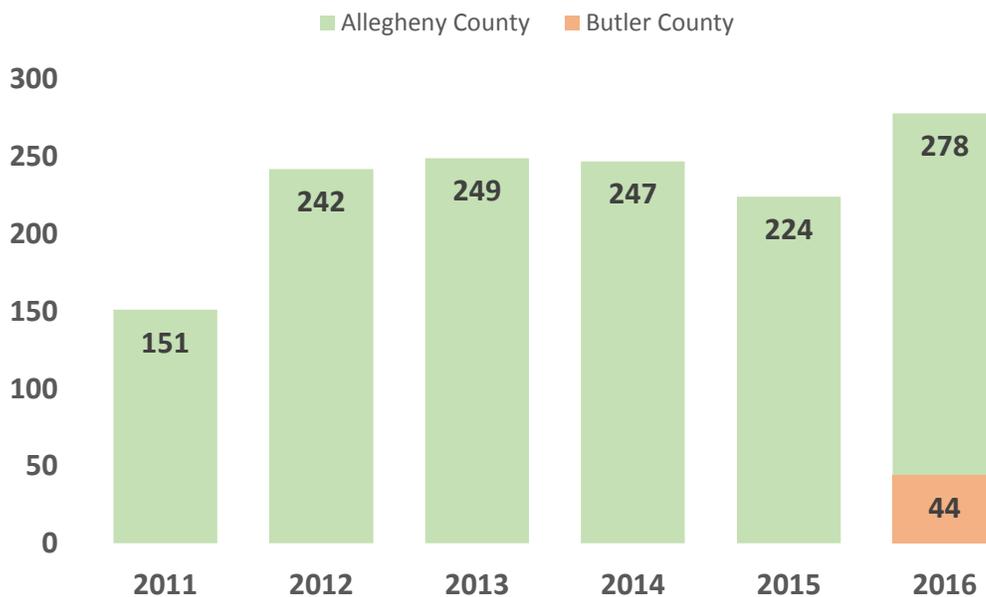
Employment Support: To increase capacity for employment supports for persons with disabilities, DHS coordinated a Customized Employment training for 16 local providers in collaboration with the Office of Vocational Rehabilitation (OVR).

As a means of increasing the number of competent candidates for child welfare casework, DHS launched a strategic recruitment campaign, hiring a full-time employment recruiter and creating a Realistic Job Preview video of casework duties, challenges and rewards. As a result, 34 qualified, Civil Service-approved candidates were recruited from September to December.

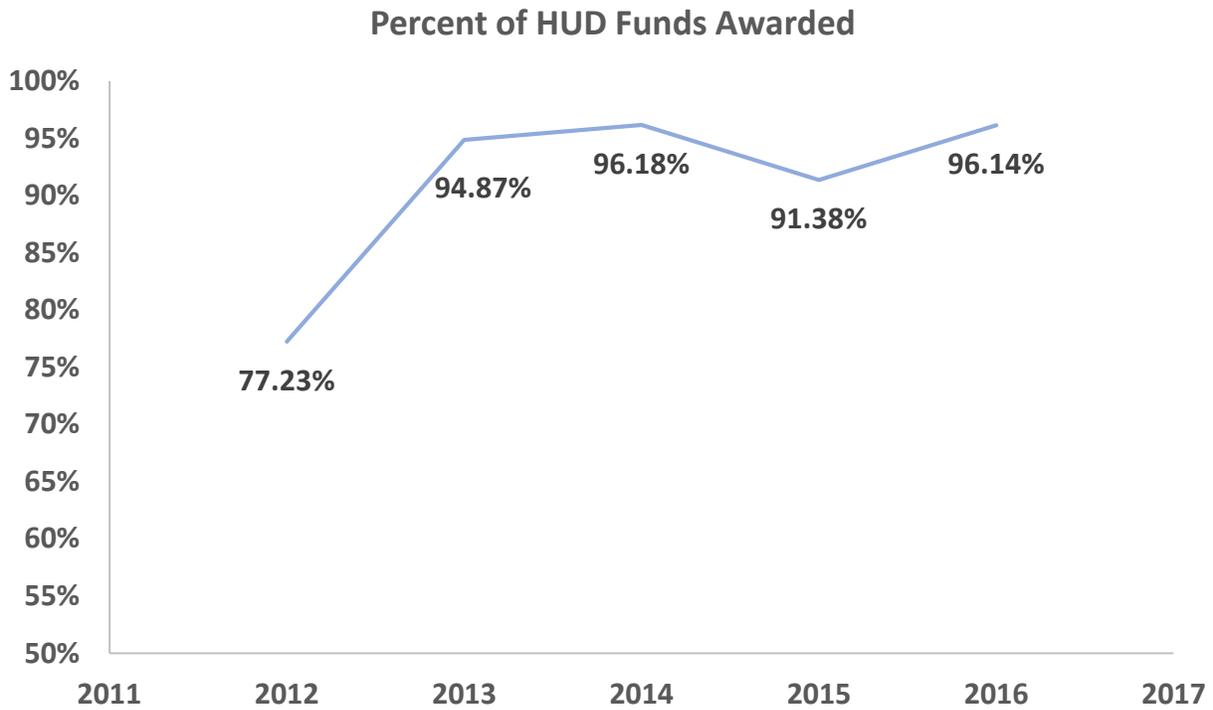
Area Agency on Aging (AAA): To better serve consumers and enable seniors to remain living at home, DHS improved the rate of response from initial phone calls received by the AAA. Currently, 75% of families or consumers are met within three days of initial calls, and a lottery-funded Options plan of care begins within five days at a rate of 98%. This exceeds the state’s expectation to accomplish this within 10 business days.

AAA continues to lead the state in the number of nursing home residents successfully transitioning back into a personal residence (house, apartment, etc. but not congregate living). In 2015, DHS completed 224 Nursing Home Transitions (NHTs) and the state requested DHS to expand to cover Butler County for this service in 2016, resulting in a total of 322 NHTs.

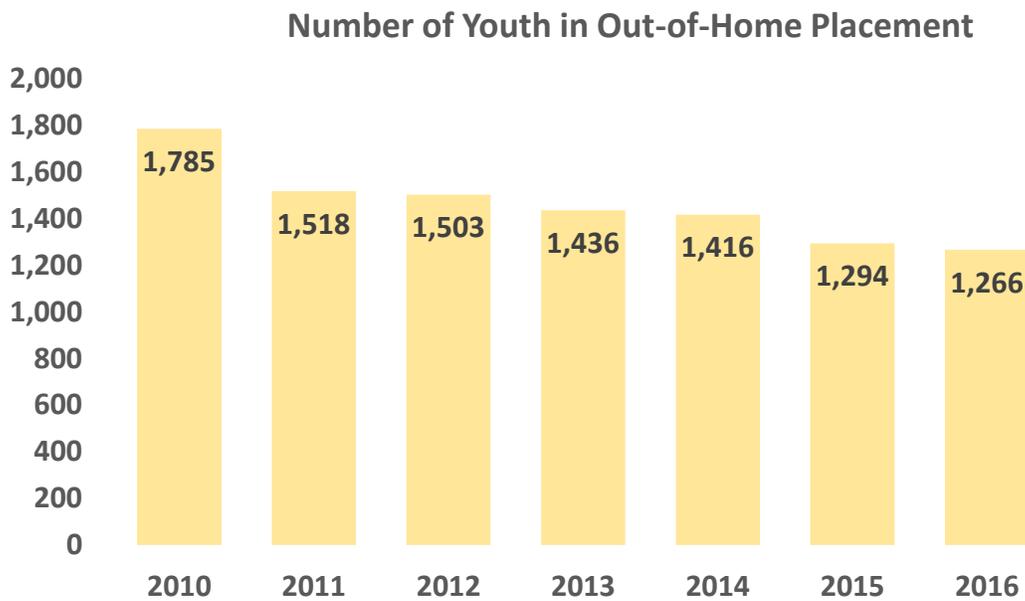
**Completed Nursing Home Transitions
(2011 - 2016)**



HUD Funding: In 2016, DHS was awarded 96.14% of all HUD funding that it applied for.

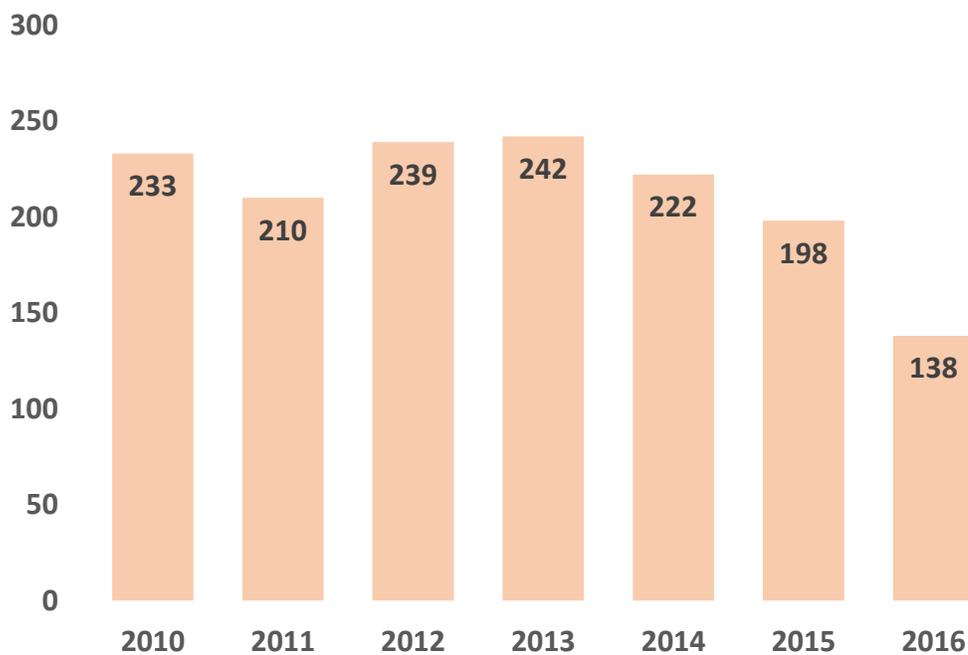


Office of Children, Youth and Families (CYF): Since 1996, DHS has reduced the number of youth removed from their homes (placed in out-of-home care) by increasing the network of prevention and family strengthening services designed to keep families intact.



DHS has also successfully reduced the number of youth in congregative care (in group homes or other group settings, a subset of those in out-of-home placement).

Number of Youth in Congregate Care



PUBLICATIONS

DHS was the subject of articles in several national publications for innovations:

- How Allegheny County's Data Warehouse is improving human services through integrated data
GovInnovator podcast, February 17, 2016
- Can an innovative Pittsburgh program help repair the broken lives of foster kids?
PBS NewsHour, March 22, 2016
- How Child Protection Agencies Are Trying to Predict Which Parents Will Abuse Kids
Vice, May 4, 2016
- Using Data to Dramatically Enhance County Services, Accountability
Government Technology, July 15, 2016
- Reducing Recidivism Through Combined Community Effort: The Allegheny County Jail Collaborative
Policy & Practice, December 2016

AWARDS

Allegheny County DHS has been selected as one of two pilot sites for the **Foster America fellowship program**, which leverages the diverse skills of talented professionals to address pressing issues in child welfare.

Auberle recognized Marc Cherna with its 2016 All Star Banquet Community Partner Award for his role in developing the 412 Youth Zone. The idea behind the one-stop downtown hub originated in response to county surveys of the needs and challenges of youths going through difficult transitions.

GRANTS

In 2016, the Allegheny County Department of Human Services received over \$21 million in additional grants, including:

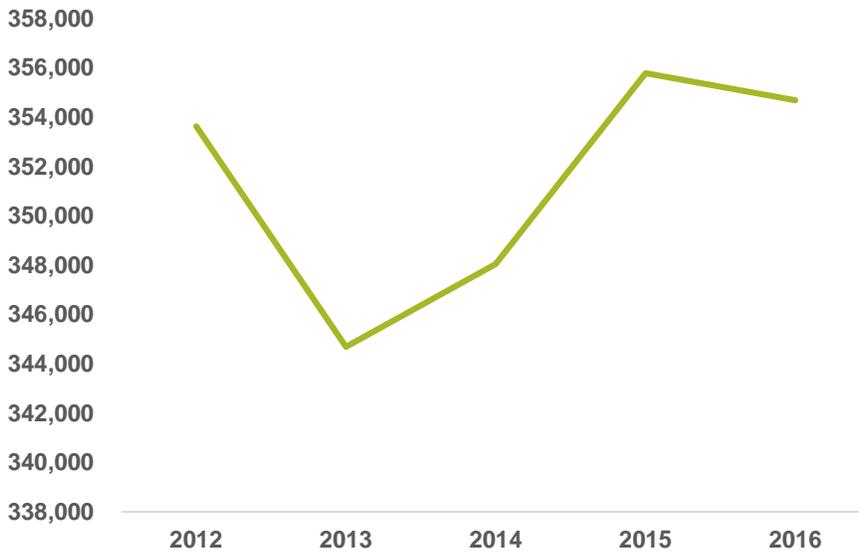
- **The U.S. Department of Housing and Urban Development awarded \$18.2 million** in 2016 Continuum of Care (CoC) funding. The money, the largest CoC HUD grant the county has ever received, supports 74 homelessness and housing projects. It funds existing programs and allows for new initiatives, including permanent supportive housing for individuals with special needs.
- **The Heinz Endowments and the Pittsburgh Foundation have each awarded \$100,000** to the Supportive Service Funds which provide matching funds to programs with CoC HUD grants. HUD requires a 25% local match for its federal funding which can be difficult for agencies to raise.
- **The Substance Abuse and Mental Health Administration (SAMHSA) awarded \$800,000 per year for three years** to increase mental health and substance abuse supports for individuals and families experiencing homelessness in Allegheny County. The money will help fund the Healthy Housing Outreach (H2O) project, expanding services for chronically homeless individuals, families, veterans and youth experiencing homelessness. The goal of H2O is to increase access to behavioral health supports for those with substance use disorders, serious mental illness, serious emotional disturbance, or co-occurring mental and substance use disorders in order to improve their ability to find and maintain permanent housing.
- **SAMHSA awarded \$933,000** to expand behavioral health services in the county for children and adolescents 5 to 18 years old with serious emotional disturbance (SED) and their families. Funding provided by the award will help establish a system of care within a Community of Practice, i.e., a group of providers sharing a commitment to better serve children and families involved in the child welfare system, focusing on children diagnosed with a serious emotional, behavioral or mental disorder.
- **SAMHSA awarded \$487,094** for the development of programs for those experiencing a first episode of psychosis, meeting serious mental illness or serious emotional disturbance criteria. DHS proposed projects for Family Services of Western PA, which will receive \$227,476, and Western Psychiatric Institute and Clinic of UPMC, which will receive \$259,618.
- **The PA Department of Corrections awarded \$220,000** to provide non-narcotic medication-assisted treatment to individuals with an opioid addiction who are soon to be released from jail. The funding will allow designated individuals to receive an initial injection of Vivitrol while in the Allegheny County Jail.

- **The Pennsylvania Commission on Crime and Delinquency awarded \$144,000** towards initiatives to reduce mental illness in the jail population. The Data Driven Mental Health Diversion grant will fund a comprehensive cross-system evaluation for the justice and mental health systems, and also create a support position which will be responsible for carrying out recommendations from the evaluation.
- **The Pennsylvania Commission on Crime and Delinquency awarded \$149,000** to enhance the Justice Related Services' (JRS) pretrial diversion program. The Mental Health Pretrial Diversion grant will help to expand the JRS diversion program and prevent individuals with mental health issues from moving deeper into the criminal justice system.
- **Casey Family Programs provided DHS with \$50,000** to offer technical assistance that will increase the competencies of child welfare administrators and CYF Data Fellows to understand and utilize data collected.
- **The Eden Hall Foundation provided DHS with \$55,000** for the purchase of two vans to be used by Family Support Centers.
- **The United Way of Allegheny County provided \$5,500** to support a Volunteer Income Tax Assistance site at the Allegheny County Department of Human Services, which operated from January through April 2016.

KANE REGIONAL CENTERS

Census: The Kane system was able to maintain gains in census made in recent years. Resident days in 2016 were 354,693, only a slight dip from 2015 despite closing a 60 bed unit in McKeesport for renovations and operating in a highly competitive market. Glen Hazel had a strong increase and Scott was able to build on a strong year in 2015.

Resident Days



RAVEN Program: Kane Glen Hazel, Kane McKeesport and Kane Ross were selected to participate in the second phase of the RAVEN (Reduce Avoidable Hospitalizations using Evidence-based Interventions for Nursing Facilities in western Pennsylvania) Project. This program is supported by a \$20 million grant to UPMC from the Centers for Medicare and Medicaid Services (CMS). All three Kane facilities participated in the first phase of the project which showed a nearly 25% reduction in avoidable hospitalizations and more than a 40% reduction in potentially avoidable emergency department visits.

MISSION

The mission of the Kane Regional Centers is to provide quality nursing and rehabilitation services through shared values to enhance the lives of our residents, families and community.

Therapy Technology: Kane Regional Centers, along with rehabilitation partner, APEX Rehab Solutions, is providing new therapy technology for residents in all four Kane Centers. The APEX IN2L, It's Never 2 Late, system is an interactive computerized approach that utilizes virtual reality for exercising purposes, games to trigger brain stimulation, and entertainment to help a resident progress through their physical or occupational therapy. This unique interaction provides empowerment, which results in positive improvements to the mental and physical health of the resident.

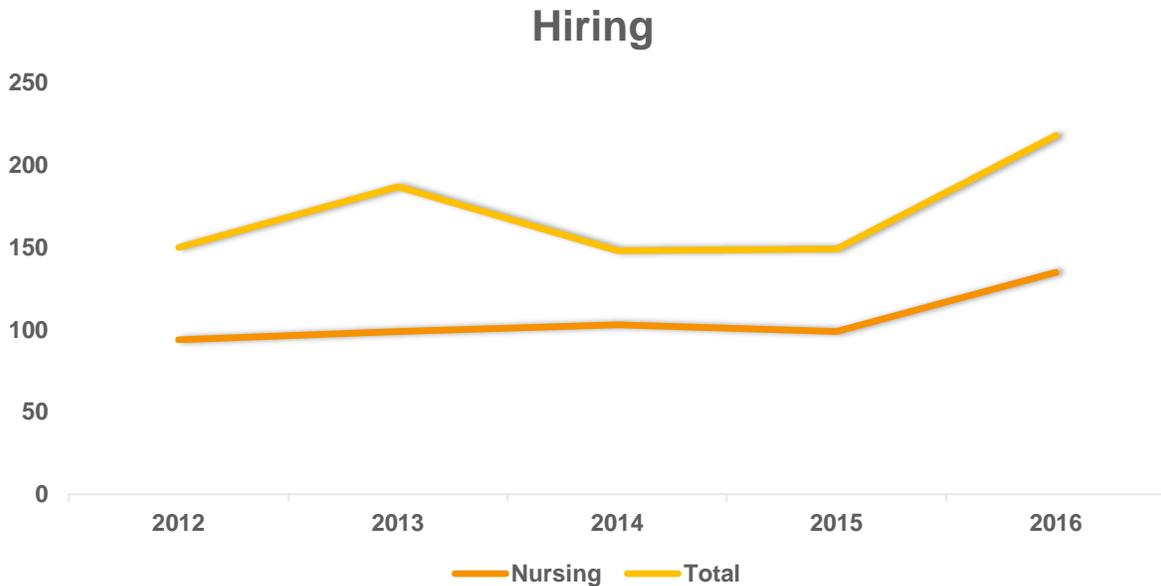


Kane staff assists a resident with physical therapy.

Teepa Snow Training: The Kane Regional Centers introduced the Teepa Snow Positive Approach to Care techniques to over 300 employees in 2016. The Positive Approach to Care methods are nationally recognized as practices to help improve the quality of life for those living with dementia. Through a grant from the Highmark Foundation, 16 multi-disciplinary leaders from Kane were trained on the system. These leaders will train all Kane employees before the end of 2017. Kane already is an acknowledged leader in dementia/behavioral geriatric care in Southwestern Pennsylvania. This training will affirm that position and keep Kane in the forefront.

Intergovernmental Transfer Program: The Kane Regional Centers successfully participated in the 2016 Nursing Home Intergovernmental Transfer Program sponsored by the Pennsylvania Department of Human Services. Through this program the Regional Centers received enhanced payments and financial support resulting in additional Medical Assistance payments of \$3,825,000.

Hiring: Nursing is a highly competitive area for recruiting purposes, and when census increases, the need for employees rises along with it. In 2016 the Kane Centers hired 135 employees in the nursing category (Registered Nurses, Licensed Practical Nurses and Certified Nursing Assistants). This is a 37% increase from 2015 and the most hired in this category in the past 5 years.



ACCOMPLISHMENTS BY FACILITY

Kane Glen Hazel: CMS awarded Kane Glen Hazel a 5-star rating in 2016. Nursing homes with a 5-star rating are considered much above average and a 5 rating is the highest rating a nursing home can attain. Nursing homes are judged by their annual health survey, staffing ratios and quality measures using 11 different physical and clinical measures. Additionally, Kane Glen Hazel attained an average daily census above 93% throughout the year. The census rarely dipped below 92% and ran as high as 98% during 2016. Kane Glen Hazel was awarded a Disproportionate Share Incentive Payment by the state of Pennsylvania of over \$267,000. These payments are made to nursing homes based on the overall occupancy percent of the facility during the facility’s cost reporting period. Facilities must have at least 90% overall occupancy and 80% Medical Assistance (MA) occupancy to be eligible.

Kane McKeesport: This facility met and exceeded several fundraising goals. The Crawford Foundation donated \$10,000 and The Joan Burns Fun Walk 4 Kane McKeesport raised over \$10,000. Several new fundraisers such as the art show, jazz festival and international food festival were initiated and did well in their first year. A partnership was formed with The Twentieth Century Club of McKeesport that raised close to \$9,000 and hopefully will be ongoing. The extra funds generated are important to residents because it allows them to have more activities, performers, take more trips a better environment.

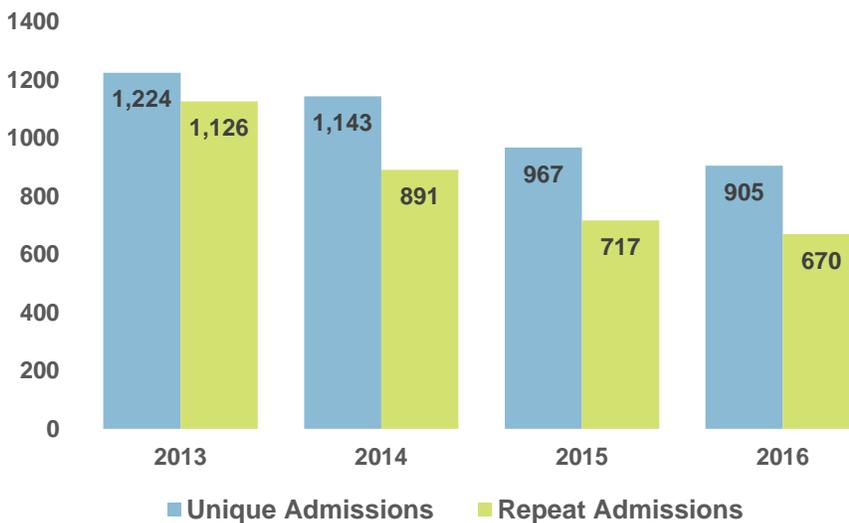
Kane Ross: This location maintained a census above 90% during 2016, earning a Disproportionate Share Incentive Payment of \$207,000. Kane Ross also secured the outdoor courtyard so that residents with dementia that tend to wander can enjoy the open air. Not being able to go outside is associated with depression in nursing home residents; the courtyard improvements increase opportunities for fresh air, exercise, emotional well-being and the opportunity for social interaction.

Kane Scott: Highmark and NaviHealth ranked Kane Scott in the top 25% of skilled nursing facilities out of 250 facilities. NaviHealth and Highmark work closely with the Allegheny Health Network to improve patient outcomes by creating a network of high quality, highly efficient providers. In order to be selected for the NaviHealth network, providers must demonstrate their ability to consistently deliver efficient, effective care. All 4 Kane Hospitals are part of the network. Kane Scott has a high ranking in general and the highest of the Kanes. Health systems and health plans are using these tools to gain control of expenditures while driving improved clinical outcomes and, most importantly, a better experience for patients.

SHUMAN JUVENILE DETENTION CENTER

Admissions Changes: Admissions have been decreasing at Shuman for the past several years. In 2016, there were 1,575 total admissions; 905 unique admissions and 670 repeat admissions. 2016 total admissions decreased 33% from 2013 totals. Additionally, each individual averaged 1.74 admissions at Shuman in 2016, compared to 1.9 admissions in 2013.

Admissions at Shuman



New Food Handler Certificate Program: The Allegheny Intermediate Unit (AIU) worked with the National Restaurant Association to enable interested residents to perform and complete the ServSafe Food Handler Course/Certification Exam. Four Shuman residents studied for the exam and received a ServSafe Certification, affording them the opportunity to seek employment in the hospitality industry.

Improvements at Shuman Center School: Shuman partners with the Allegheny Intermediate Unit to deliver quality education to residents. In 2016, Shuman and AIU started a new program to bring STEM speakers to Shuman. Topics included alternative energy, flight physics, and electricity and the speakers were very well received. AIU also assisted three residents in obtaining the requirements for their high school equivalency. Finally, residents continued their participation in the annual Light Up Night PPG Place Gingerbread House Contest and

MISSION

The mission of Shuman Juvenile Detention Center is to provide a secure facility for both juveniles and staff that promotes safety, health and resident development while the juveniles await adjudication.

worked with the AIU Art and Food Consumer Science Teachers to create this year's entry. The "Kringle Coaster" won First Prize for High School entries.



The winning gingerbread house prize entry from Shuman residents.

Jewelry Program: Residents housed at Shuman Center have the opportunity to participate in our Jewelry/Art Program through the use of recycled materials; the residents created jewelry items such as key chains, ear rings, necklaces, rings and posters which were on display at the various Juvenile Justice Trainings and Symposiums held in 2015. The residents voted to donate funds raised to the Human Society of Western Pennsylvania in May 2016 to assist with animals under their care who have been discarded, abandoned and considered worthless.

New Art Gallery: In 2016 the Shuman Center art program named and reconfigured one of our units in our facility to establish "Gallery Blue" (named by the residents) to provide a therapeutic approach to the rehabilitative needs of at-risk youth. Through the new program, residents refurbished and decorated donated old furniture that was then sold at local outlets. The proceeds benefitted the donor organizations.



PUBLIC SAFETY

ALLEGHENY COUNTY JAIL

Jail Management and Technology: The Allegheny County Jail (ACJ) upgraded its Offender Management System (OMS) recordkeeping technology in 2016. The upgraded system will provide more modernized procedures and ensure more accurate recordkeeping,

Inmate Health and Safety: During 2016, the ACJ focused on developing processes and policies that are consistent with the American Correctional Association (ACA) and National Commission on Correctional Health Care (NCCHC) standards and recommendations for all areas of the healthcare services department including medical, mental health, and substance abuse services.

One area of improvement is the early identification and medical intervention for inmates with special needs during the intake process. This includes inmates who are pregnant, have chronic medical conditions including HIV, substance use disorder, mental health and gender identification safety needs. A comprehensive LGBTQII policy was established in order to ensure safe and appropriate placement of inmates within the jail.

Additionally, ACJ changed the procedure for the movement of inmates scheduled for medical clinic visits to guarantee inmates are ready to be seen when medical providers are present. This resulted in a 47% increase in the number of physician clinic visits and a 55% increase in specialty consults.

A tuberculosis program was revised to ensure that all inmates receive a TB test upon arrival to the jail and annually thereafter. Operational changes occurred to insure that all inmates with diabetes are seen prior to meals for medication administration.

Mental Health Improvements: In 2016, the ACJ mental health department developed processes and policies consistent with the ACA and NCCHC, resulting in the addition of a full time psychiatrist and a tele-psychiatrist. This increased ACJ's ability to provide psychiatric evaluations and medication reorders in a timely manner. The tele-psychiatry program resulted in 75 additional inmates per week seeing a psychiatrist, thereby decreasing the backlog of inmates waiting for

MISSION

The mission of the Allegheny County Jail is to increase public safety in Allegheny County by providing care, custody, and control of persons incarcerated, and to reduce recidivism through programs that help persons reenter and succeed in society.

appointments. This realignment of mental health staff has enabled each housing unit to have daily access to a mental health specialist.

Edovo Tablet Program: In 2015, ACJ unveiled the Edovo tablet program and in 2016 it expanded the program to two housing units on a full-time basis. The Edovo program allows inmates to use tablets to receive certificates for the completion of programs in life-skills, such as parenting and budgeting. The expansion of the program increased the average number of daily users from 90 to 180.

Inspection and Compliance: The jail implemented Prison Rape Elimination Act (PREA) standard in the male and female juvenile pods, providing training for 30 correctional employees working with the juvenile population.

Substance Abuse: In 2016, the ACJ welcomed three full time new hires to the drug and alcohol team and the female reentry group's Moving On Counselor. The additional staff provided an enhanced curriculum two days a week, doubling the level of services.

In addition, ACJ partnered with Prevention Point, a needle exchange program, to provide increased overdose prevention training. Also in conjunction with Prevention Point, ACJ began a Narcan project for inmates released back to the community. Narcan (Naloxone Hydrochloride) is the recognized antidote for opioid overdose. From October through December, 282 inmates accepted Narcan upon release, equipping them with the medication to reverse an opioid-related drug overdose, if needed.

DEPARTMENT OF EMERGENCY SERVICES

9-1-1 COMMUNICATIONS DIVISION

9-1-1 Calls: In 2016, the 9-1-1 Communications Division added three municipalities and two response agencies to the system and fielded in more than 1.5 million calls.

9-1-1 Calls for Service					
Year	Police	Fire	EMS	Text to 9-1-1*	Total
2012	1,130,346	94,277	210,655	-	1,435,288
2013	1,123,342	93,230	212,862	-	1,429,434
2014	1,171,653	93,949	216,114	378	1,481,716
2015	1,255,077	102,232	230,615	1,077	1,587,924
2016	1,223,247	105,306	237,115	2,095	1,565,668

*Text to 9-1-1 implemented in May 2014

PulsePoint: In a joint effort, County Emergency Services, City of Pittsburgh, University of Pittsburgh, and the Hillman Foundation collaborated on a project to communicate cardiac events occurring within Allegheny County. The end result was the deployment of an application for mobile devices called PulsePoint. The application notifies those who have volunteered of a cardiac event in the county so those close-by can administer aid in the form of CPR or the application of a local Automated External Defibrillators (AED) until emergency personnel arrive. In addition to potentially saving lives, the application provides a database of all available AEDs in Allegheny County.

MISSION

The mission of the Department of Emergency Services is to support the citizens and first responders of Allegheny County through prevention, preparation, protection, response and recovery from manmade and natural all-hazard emergencies and acts of terrorism.

EMERGENCY MANAGEMENT DIVISION

Emergency Response Activities	2012	2013	2014	2015	2016
SWAT Assists*	-	-	20	24	21
HAZ MAT Team Responses	41	45	43	71	17
Command	8	15	13	10	13
Agency Assist	175	216	258	222	313

*Note: SWAT Assist details began in 2014.

Reduction in HAZ MAT Team Responses: HAZ MAT response was down dramatically in 2016 due to continued improvement in the handling of regulated material from many directions. Regulatory compliance and new regulation continues to drive alternative solutions to some of the more hazardous chemicals, transported, stored and utilized by type and quantity. By devoting more effort to education and mitigating or minimizing potential impacts, the department is able to reduce the number of potential events.

Continued improvements in hazardous material emergency responder training resulted in improved first responder capability on initial assessment and management of these incidents. This is a direct reflection of the efforts of the Fire Academy and the County's Local Emergency Planning Committee, Emergency Management Agency, and Hazardous Materials Coordinator.

Emergency Response Testing: The Emergency Management Division conducted County Emergency Management Coordinator testing and an Emergency Operations Center (EOC) activation exercise. The EOC activation exercise involved over 72 County and city officials and associated supporting agencies with 120 incidents within two hours. The exercise and test were extremely successful and brought together all of the key personnel needed in the event of a large scale county disaster. The County also added a Homeland Security/ Law Enforcement Coordinator to serve as liaison with agencies for improved operations and communications.

FIRE ACADEMY DIVISION

Training and Certification Activities: In 2016, the Fire Academy served the response community by providing training and certifications to thousands of responders.

In 2016:

- 400 responders received state or national certification.
- 6,981 students were enrolled in training from the fire academy.

Expansion of Training Options: In addition to the annual complement of completed training and certifications for county first responders, the division partnered with CCAC Public Safety to draft improvements to a new co-sponsorship program for first responder training in 2017. This is the first

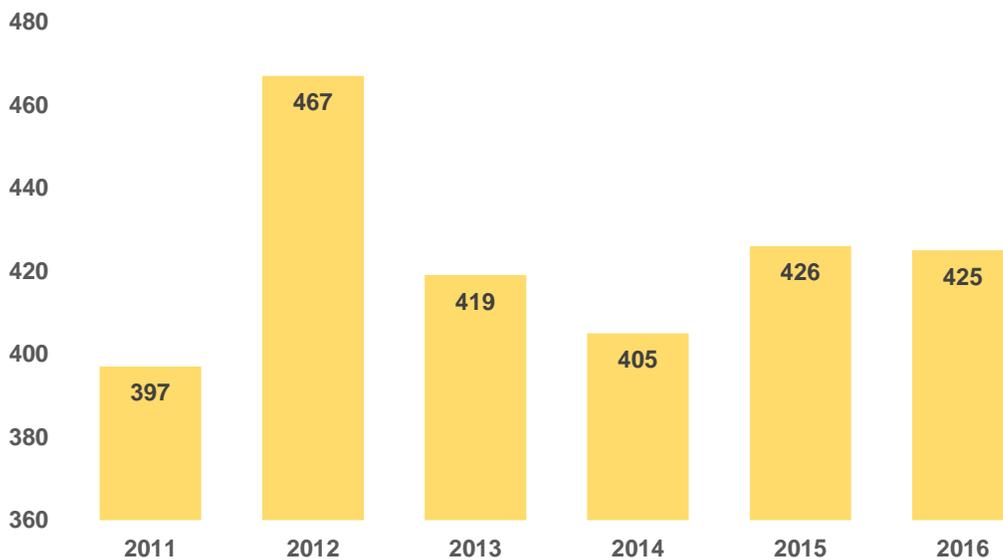
step towards an improved network of training options that brings together the best resources and instructors for the lowest or no cost to the student.

Crude Oil Response: All members of the fire academy instructional staff and Hazardous Materials team members attended “Crude by Rail” training in 2016. This was part of a federal grant program and is important in the event of a crude oil unit train incident within Allegheny County.

OFFICE OF THE FIRE MARSHAL

The Fire Marshal’s Office is responsible for investigating the origin and cause of all fires in Allegheny County when either the local police or fire departments request the service.

Total Fire Investigations, 2011-2016



Fire Investigations	2012	2013	2014	2015	2016
Accidental/Natural	240	236	244	252	227
<i>Estimated Dollar Loss</i>	\$19,174,850	\$13,493,600	\$13,254,850	\$30,630,000	\$11,867,350
Incendiary	175	132	118	115	122
<i>Estimated Dollar Loss</i>	\$7,046,320	\$2,759,850	\$2,716,450	\$7,402,900	\$3,579,700
Undetermined	52	51	43	59	76
<i>Estimated Dollar Loss</i>	\$5,336,800	\$6,572,500	\$12,220,000	\$8,649,750	\$14,674,700
Total	467	419	405	426	425
<i>Total Estimated Dollar Loss</i>	\$31,557,970	\$22,825,950	\$28,191,300	\$46,682,650	\$30,121,750

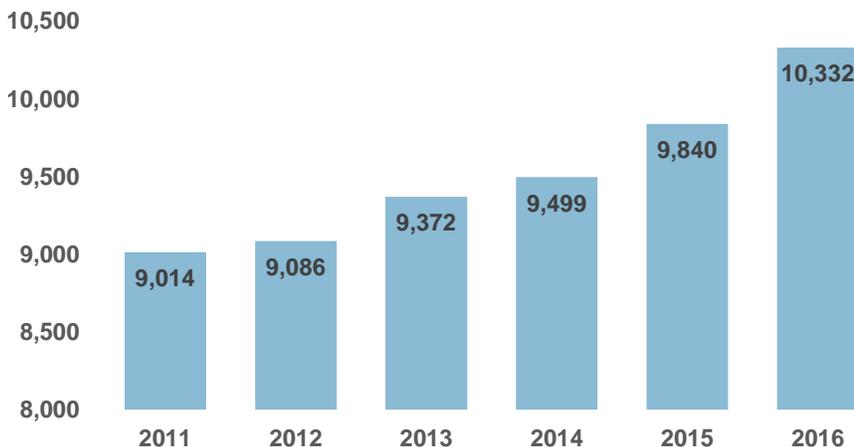
Number of Fire Investigations by Municipality (ten highest)

2013		2014		2015		2016	
McKeesport	37	McKeesport	39	Wilkinsburg	39	McKeesport	39
Wilkinsburg	32	Wilkinsburg	34	McKeesport	38	Wilkinsburg	33
Penn Hills	25	West Mifflin	16	Plum	14	North Braddock	12
Harrison	12	Penn Hills	13	Munhall	13	North Versailles	12
West Mifflin	12	Munhall	11	Clairton	12	North Fayette	11
North Braddock	11	Glassport	10	McKees Rocks	12	Duquesne	10
Robinson	11	Mount Oliver	10	Duquesne	11	Homestead	10
Homestead	9	Swissvale	10	Glassport	11	Munhall	10
McKees Rocks	9	Duquesne	9	Scott	11	Collier, Plum, Swissvale, West Mifflin	9 each
Clairton	8	North Braddock	9	Baldwin Borough	10		

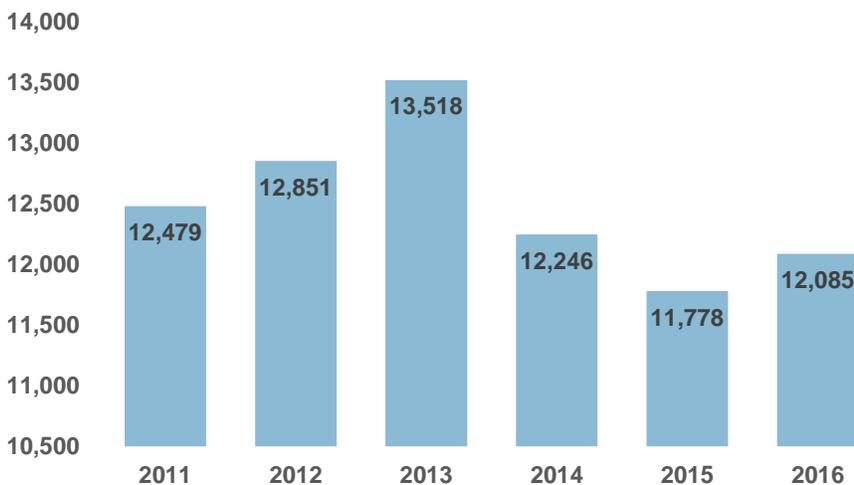
THE OFFICE OF THE MEDICAL EXAMINER

The Allegheny County Office of the Medical Examiner (ACOME) has two major divisions, Morgue Operations, which performs autopsies and other related services, and Laboratory Operations, which processes forensic materials. Details on their caseload over time is included below.

Morgue Operations, Total Cases 2011-2016



Laboratory Operations, Cases Worked 2011-2016



Grant Opportunities: The ACOME Grants Committee applied for over \$2.2 million dollars in state, federal, and foundation grants in 2016. This is the largest amount applied for by the ACOME since 2004. At the time of this reporting, a total of \$354,894 had been awarded to the office. Assets that will be acquired by the ACOME using the awarded funds include: multiple staff trainings and certifications; staff overtime

MISSION

The mission of the Office of the Medical Examiner is to support the Allegheny County criminal justice system with high quality medicolegal death investigation; forensic, clinical and environmental analysis; consultation; and expert testimony services. The office uses the knowledge obtained in this process to promote education and research into the key public health problems facing the citizens of the county.

for validation in Toxicology and casework in Forensic Biology and Evidence Receiving; DNA technical review outsourcing; additional Qualtrax licenses; ISO standard documents; an External DNA audit; a new CODIS server; a Lean Six Sigma Kaizen Project in DNA; validation of Armed Xpert software in DNA; and a part-time quality control technician for NAME accreditation work.

Upgrade to Imaging Systems: The autopsy division replaced the existing x-ray unit with a LODOX (Low Dose Digital x-ray) unit in 2016. The LODOX unit has greatly reduced the amount of time technicians spend x-raying a body. The unit produces higher quality images with better resolution. Additionally, the images are more easily manipulated (zoom, contrast, etc.), allowing the physician and technician to locate objects of interest (projectiles, foreign objects, etc.) much more easily.

Interdisciplinary Cooperation for Forensic Training: ACOME helped to lead a multi-agency forensic training in October 2016. The event was very successful with over 100 participants from more than 25 different departments, spanning four counties. Some of the agencies included the Allegheny County Mobile Forensic Crime Laboratory Personnel, the Allegheny County Office of the Fire Marshal, Allegheny County Police and the City of Pittsburgh Police EOD teams, local law enforcement, local fire departments, local hazardous materials response teams, the Pennsylvania State Police, the Federal Bureau of Investigation Evidence Response Team, the Bureau of Alcohol, Tobacco and Firearms, and the Drug Enforcement Administration. The seminar covered investigatory and forensic techniques specific to processing in the field, such as blood stain pattern analysis, trajectory analysis, latent print processing, fire investigation, post-blast investigation, clandestine explosives/drug laboratories, and chemically assisted suicides. These techniques are commonly encountered by these agencies while in the investigation of incidents such as home invasions, fire investigations, explosives incidents, burglaries, death investigations, and homicides.

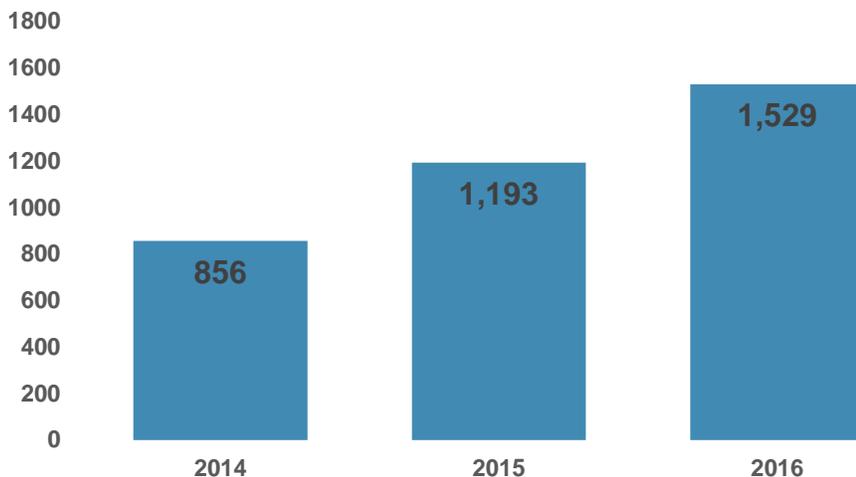
Remains Recovery Training: ACOME assisted in preparations for a remains recovery training in November 2016. Topics covered in this multi-agency training event included Forensic Anthropology, Cadaver Canine Searches, Field Recovery Techniques, and Field Practical – Documentation, Recovery, evidence collection Followed by an After Action Summary.

Forensic Biology: The Forensic Biology Section has made extensive enhancements in the technology utilized for analysis. The technologies will allow the section to make better interpretations of the data and reduce turnaround time. The validation of these new techniques and technologies required the processing and analysis of thousands of samples and the generation of hundreds of pages of documentation for training, validation summaries, and procedures. Despite the scope of this undertaking, the number of DNA reports issued in 2016 increased by 100% from those issued in 2015 and the number of serology reports issued also increased by over 25% since the beginning of 2016.

Toxicology: The toxicology section received a record number of cases from the Medical Examiner in 2016. There were 1,529 cases submitted, representing a 22% increase from the number submitted in 2015, and a 44% increase from 2014. Despite the increase, 1,531 ME reports were issued, with a

calculated turnaround time of 54 days to date (1/3/2017). The combination of an increase in the number of cases and the challenges related to the novel psychoactive substances that were present in casework resulted in significant increase in the toxicology workload.

Cases Submitted to Toxicology, 2014-2016



Latent Prints: In July of 2016, the Latent Prints section doubled in size when two members of the District Attorney’s Office Mobile Unit joined the department. The new capacity of the section is reflected in the number of assignments completed in 2016 – 741 assignments - the highest on record for the Latent Prints Section.

Trace Evidence: The Trace Unit responded to a request to provide technical review to the Las Vegas Metropolitan Police Department (LVMPD) for fire debris analysis. A small number of cases were reviewed in 2016 with more expected in 2017. The partnership has allowed LVMPD to complete more fire debris cases.

Drug Chemistry: The scientists in the Drug Chemistry Unit continue to be challenged by the opioid epidemic and newly encountered substances. In 2016 the Unit identified two of the most lethal opioids that have been encountered: 3-methylfentanyl and carfentanyl. In addition to these compounds 3-methoxybutyryl fentanyl, acetylfentanyl, butyryl fentanyl, furanyl fentanyl, valeryl fentanyl and para-fluoroisobutyryl fentanyl have all been identified. Other newly encountered compounds were identified in the synthetic cannabinoid family (K2, Spice, etc) and the substituted cathinone family (bath salts).

U47700 was encountered for the first time in January 2016. This synthetic opioid was becoming more prevalent and the cases in Pittsburgh were highlighted in a Wall Street Journal article in November 2016 (<http://www.wsj.com/articles/this-is-u-47700-once-a-lab-experiment-now-a-killer-opioid-1478269461>).

The Drug Chemistry Unit supported multiple large scale investigations for the Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Pittsburgh Bureau of Police, and the Postal Service. Some of these cases have involved the analysis of over 5,000 stamp bags with a few involving over 20,000 stamp bags. In November 2016 the unit supported a mail interdiction in Pittsburgh. The analysis of multiple items of U47700 resulted in search warrants being served in Texas and the discovery of a large scale distribution network

(<http://www.dallasnews.com/news/crime/2016/12/07/duncanville-officer-fatally-shoots-person-operation-downtown-dallas>).

DEPARTMENT OF POLICE

MISSION

The mission of the Department of Police is to promote, preserve, and deliver security and safety throughout Allegheny County through uniformed patrols, incident investigations, and technical assistance to local police departments and criminal justice agencies.

2016 Selected Department Activities	
Narcotics Unit	\$440,737 Seized
Explosive Ordnance Detection (EOD) Canine Unit	2,184 Searches
Explosive Ordnance Detection (EOD) Team	68 Responses
SWAT Team	33 Activations
Firearms Range	4,575 Shooters Qualified
Training Academy	10,908 Trained
Motor Carrier Safety Assistance	Vehicle Fines-\$434,904
	814 Inspections



A member of the Commercial Vehicle Enforcement Unit

Impact Squad: In February 2016, the department deployed an Impact Squad to assist municipal police agencies throughout Allegheny County to address rising violent crime rates. Through advanced intelligence gathering and proactive enforcement activities taken in conjunction with local police patrols, Impact Squad members have seized 32 firearms to date, and made more than 60 arrests for various illegal narcotics offenses. Anecdotally, one suburban police chief ascribed a 90% reduction in “shots fired” calls in his community to the intervention of the Impact Squad.

Records Management System: In January 2016, the Allegheny County Police Department (ACPD) implemented an automated Records Management System (RMS) for the first time in its history. The RMS is tied to Allegheny County’s 911 Computer-aided Dispatch System, allowing all dispatch information (times, callers, radio communications, and dispatcher notes) to be automatically imported into the RMS. Police can use the system from desktop workstations or from mobile data terminals in their police vehicles. The RMS is also tied into the National Crime Information Center (NCIC) and the Commonwealth Law Enforcement Assistance Network (CLEAN). These interfaces permit the user to run names or registration plates in the system and have that information self-populate into their report. Other functions include mapping of crime locations; ability to save photos, audio files, video files and .pdf documents to the Case Report; Personnel and Equipment tracking; as well as the ability to automatically gather monthly police report data and generate the Uniform Crime Reports (UCR) required to be submitted by all police departments.

Mobile Device and Computer Forensic Unit: The department fully launched the Mobile Device and Computer Forensic Unit (MDCFU) in 2016. Initially envisioned as a unit to forensically examine cell phones and tablets obtained in criminal investigations, the “lab” was expanded to examine computers as well. All the municipal police departments in Allegheny County can submit evidence to the unit free of charge. In 2016, the lab processed 870 devices with a successful extraction rate of 85 percent. Evidence gleaned from these devices has been used to aid in successful prosecutions of sex offenders, child predators and homicide suspects. Information downloaded in one particular case was able to lead to the recovery of a missing child. Additionally, the FBI has incorporated this unit’s capabilities into their Violent Crimes Against Children Task Force.

Training Initiatives: In 2016, the ACPD began an initiative to develop a cadre of officers trained to appropriately respond to incidents involving persons with mental illnesses, emphasizing de-escalation techniques for the immediate incident and alternative dispositions/referrals following the crisis that brought about the 911 call. A total of 39 ACPD officers have attended Crisis Intervention Training (CIT), with an ultimate goal to train every ACPD officer in these techniques.

Investigations: The number of investigations conducted by County Police since 2012 is shown below:

Police Investigations	2012	2013	2014	2015	2016
Narcotics	133	159	323	405	470
General Investigations	1,493	1,396	1,240	1,966	1,763*
Homicide	382	415	346	375	359
Total	2,008	1,970	1,909	2,746	2,589

*In 2016 ACP General Investigations (GI) changed the way they classify investigations, resulting in fewer cases being included. The total number of assigned cases for GI in 2016 is 2,177.

Sexual Assault/Child Abuse Unit: The Sexual Assault/Child Abuse Unit of the General Investigations Division is composed of 16 detectives. Their primary duties involve the investigation of allegations of

child and adult sexual assaults, as well as physical child abuse. In 2016, these detectives investigated 533 child sexual assault cases; 446 cases of serious physical child abuse and 108 cases of rape and sexual assault with adult victims. Among their 2016 accomplishments was the successful investigation and arrest of a serial rapist in Wilmerding who is currently awaiting trial. In addition to their investigative duties, this unit is also tasked with the screening and review of more than 1,500 *Childline* referrals per year.

Department Honors:

- The Allegheny County Police Homicide Unit was honored by The Amen Corner with an award for its investigation into a March 2016 mass murder in Wilkinsburg in which five adults and an unborn child were killed.
- In November, ACPD was awarded the AAA's 2016 Community Traffic Safety Platinum Award for dedication and significant impact made by improving the quality of life through traffic safety programming. The programming included: Adult Crossing Guard Training, Adult Driver and Pedestrian Safety, D.U.I. Prevention and Teen Driving, Pedestrian Safety, Seat Belt Safety Programs, Senior Citizen Driver & Pedestrian Safety, and Vehicle Theft Prevention. S.P.O. Michael Spagnoletti logged over 170 hours conducting presentations related to these programs. The ACPD Community Relations/Crime Prevention Division, over 400 presentation hours have been spent providing programming to over 43,600 participants, ranging in age from 3 to 90-years of age.



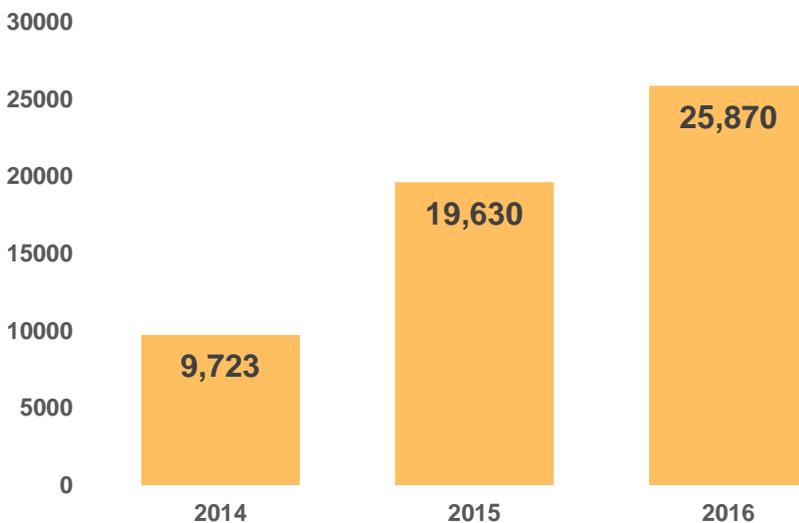
PHYSICAL INFRASTRUCTURE

DEPARTMENT OF FACILITIES MANAGEMENT

Medical Examiners and Family Courts Maintenance Program:

Facilities Management took on the responsibility of the maintenance of the Family Courts and Medical Examiner's Office. Performing maintenance for these facilities in-house will reduce cost the estimated cost to maintain these facilities by roughly \$500,000 per year. Since the program began in April 2016 for Family Courts and July 2016 for the Medical Examiner, there has been more structure in the workflow and an improvement in the quality and quantity of work performed as well as addressing items not addressed by previous contractors. Facilities Management now handles an average of 2,100 service requests every month.

Service Requests Handled



Project Management: Projects completed in-house rose from 14 in 2015 to 29 in 2016. All of these projects were completed on-time, within budget and in a professional manner.

Special Projects and Renovations: Along with the general maintenance of building facilities, Facilities Management trades staff completed numerous special projects. These included two full courtroom renovations; new office renovations for the Parks, Purchasing, and CountyStat offices; and the creation of a call center to centralize requests for information from the public. Facilities also built two Prison Rape Elimination Act (PREA) pods in the County Jail for juveniles, the

MISSION

The mission of the Department of Facilities Management is to promote the stewardship of County resources by ensuring that County facilities are constructed, renovated and maintained to provide for energy efficiency, safety, and practicality.

first of their kind in the state. The department also completed numerous renovations in the County parks.



Courtroom 510 renovations



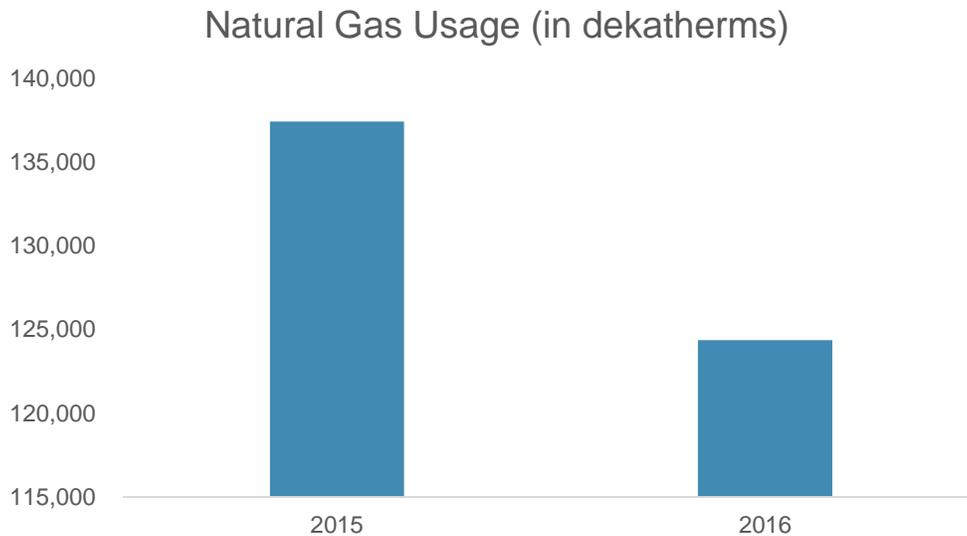
Renovated office spaces



Park improvements at White Oak Park, Hartwood Acres, and North Park

Safety Program Revitalization: The Safety Office reviewed the contract with the County’s provider of fire extinguishers and found discrepancies in invoicing as well as improper utilization of units. Facilities Management then replaced the contractor and diverted all requests for fire extinguishers and fire suppression systems to go through Safety Office (each department previously handled their own). This improved reliability of fire suppression. The office also took over management of the fire alarm systems in downtown buildings. Finally, Safety staff initiated “toolbox talks” at Facilities Management, Public Works, and Parks to improve worker safety and work towards reducing employee accidents and injuries.

Energy Savings: In 2016 Allegheny County continued progress towards a long-term energy savings goal of reducing energy use by 50% from a 2003 baseline year by the end of 2030. While 2016 data will not be finalized until mid to late February, the County expects to see a 10% or higher reduction in Energy Use Intensity (total energy use divided by total square footage). The County participates in local energy savings challenges with other employers. Allegheny County is currently leading the large municipality category of the Green Workplace Challenge, a competition for employers to increase their sustainability. Allegheny County won awards for Top Waste Reducer and Large Municipality in 2014 and 2015. Winners for the 2015-16 season have not yet been announced.



Reductions in natural gas consumption and contract costs resulted in savings of over \$350,000 from 2015 to 2016.

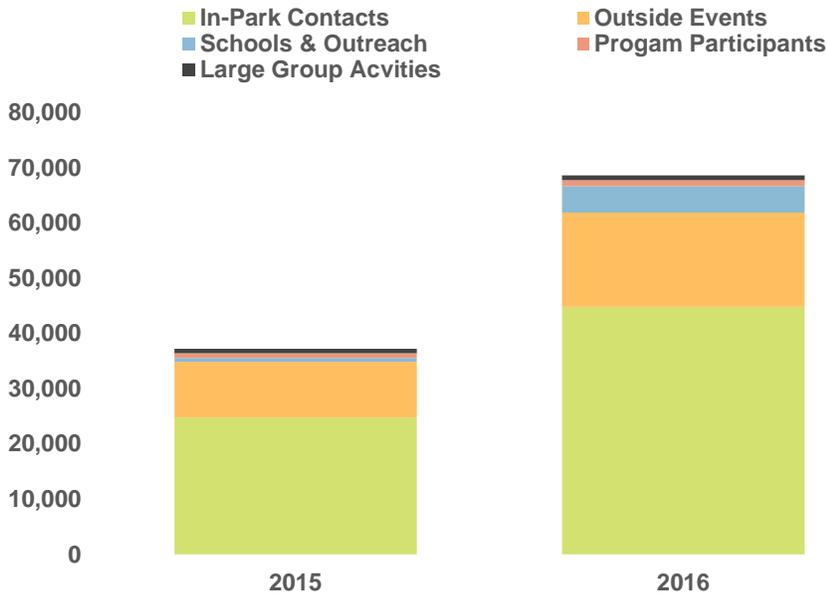
Water Reduction at County Courthouse: Thanks to the installation of low flow plumbing fixtures and water efficient equipment, at the end of 2016 the County was ahead of its 2030 District challenge goal for reduction of water use. These improvements coupled with education of employees with water conservation methods have reduced water consumption.

Administration/Fiscal/Purchasing Improvements: This division implemented numerous process improvements in 2016, including reviewing and eliminating unnecessary contracts and expenses, establishing a baseline product inventory and inventory management business process, and establishing a new workflow for voucher processing.

PARKS DEPARTMENT

Park Ranger Expansion: The Park Ranger program continued to expand in 2016, reaching over 68,600 people. The number of programs offered, the number of outreach and community events attended, and the in-park activities offered all increased. The rangers also interacted with more people within the parks on a daily basis. The education outreach program Parks to Schools -- Schools to Parks also expanded in 2016. Rangers reached kids at 27 schools in 2016, compared to 6 in 2015.

Park Rangers Contacts



Students at Pittsburgh Gifted School learn about animal skins.

MISSION

The mission of the Allegheny County Parks Department is to enhance the quality of life and well-being of Allegheny County residents by providing quality landscapes, facilities, programs, and special events that meet county-wide needs for leisure and recreation.

Online Snow Tubing Sales: For the 2016-2017 ski season Parks began allowing residents to purchase snow tubing tickets online rather than in-person. Because all tickets went on sale at the beginning of the day, weekend sell-outs were a problem, especially for guests that live a little further away. The option of online sales is an improvement for overall customer satisfaction.

Tighter Cash Control System: In partnership with an auditing firm, daily cash handling procedures were updated and further defined. Parks staff established auditing procedure/schedule for rinks, pools, and golf courses. The new procedures will help ensure proper cash handling at Park facilities.

Increased Recreational Programming: Recreational programming net revenue increased 215% compared to 2015. The department oversaw a dramatic increase in the number of programs offered, from 35 in 2015 to 115 in 2016. Attendance also increased from 813 participants in 2015 to almost 6,000 participants in 2016.



Scouts learn about insects at South Park.

Ecological Assessments: Parks completed an ecological assessment at Boyce Park. Staff have used the study to begin the process of planting meadows and 106 new trees. An ecological assessment for South Park is now underway.

Deer Lakes Portal Project: 2016 saw a major upgrade to Deer Lakes Park, including the installation of the largest playground in the County Parks system, a shade shelter, and site work to remove pavement and add new green space and safely connect the playground and spray park areas. The design and construction management was done in house on this project, saving the parks approximately \$125,000. The project was funded by drilling revenues.

Capital Projects: Parks completed several capital projects with the assistance of Facilities Management and Public Works. These included installing a permanent wedding structure at the Hartwood Mansion;

restoring the Round Hill pond; renovating tennis and pickleball courts at North Park; and installing new concessions equipment at swimming pools, ice rinks, and the ski slopes.

New Outdoor Exercise Equipment: Exercise equipment was installed at 8 County Parks (all except Hartwood), including 8 sites near playgrounds and 2 along trails. The equipment is designed to give parents and guardians the opportunity to exercise while still safely watching their children play. The equipment along the trails is designed to complement the runners and walkers exercise routines. The equipment was very well received by the public.

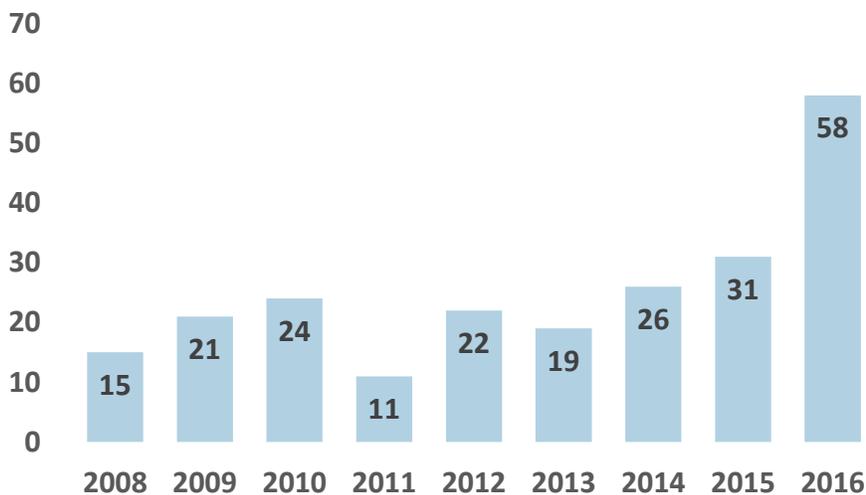


A resident uses the new exercise equipment at Settlers Cabin Park.

DEPARTMENT OF PUBLIC WORKS

Capital Roads and In-House Paving Programs: In 2016, the Department of Public Works (DPW) rehabilitated 37 miles of roadway in-house and 21 miles of roadway as part of the Capital Roads program. This resulted in a total of 58 miles of roadway – an increase in miles paved over 2015. The increase resulted from the new paving equipment and milling machine for in-house paving, new revenue sources acquired through vehicle license registration fees, as well as a collaboration with PennDOT to receive 80% federal funding for the Capital Roads Program for the \$2.5 million Middle Road Project.

Total Miles Paved



The paving program was also more efficient in 2016 as the in-house paving crew used a newly purchased paving machine along with a milling machine that was purchased in 2015. The new machines' reliability resulted in 25 fewer days of repair in 2016 than in the previous year.

Corrigan Drive in South Park: DPW, in collaboration with the Department of Parks, worked on a road diet of Corrigan Drive in South Park. This \$1.4 million project reduced the four-lane road to two lanes with a turning lane and installed bike lanes on either side. The previous road cross-section was oversized based on the volume of traffic, and it was determined that the road would operate at the same efficiency

MISSION

The mission of the Department of Public Works is to provide the citizens, businesses, visitors, and employees of Allegheny County with high quality, efficient, and responsive services in road and bridge engineering construction, and maintenance.

with two lanes of traffic and a center turning lane. The project is a benefit to park users as it adds a new attraction and makes traveling through the park safer to its guests.



Residents enjoy the new bike lanes on Corrigan Drive.

APWA Accreditation: Every four years, the American Public Works Association (APWA) performs an onsite evaluation to ensure DPW maintains the standards of excellence for accreditation. In 2016, APWA performed an onsite review and DPW was found to be fully compliant. The official award will be made in early 2017. DPW is one of more than 150 accredited agencies in the United States and Canada and is the first agency in Pennsylvania to achieve this prestigious honor.

Policies, Procedures and Manuals: A self-assessment of policies, procedures and best practices is part of a continuous improvement cycle and ensures that levels of service are maintained during times of transition. DPW routinely reviews and revises its manuals, policies and documented procedures to reflect current processes and procedures and to comply with state and federal requirements. Reviews in 2016 included Right-of-Way Permitting, Inventory and Asset Management Procedures, and Street Sweeping and Graffiti Removal Guidelines.

Global Positioning System/Automated Vehicle Location System (GPS/AVL): DPW began installation of GPS/AVL to its 52-vehicle snow fleet to improve snow removal and ice control operations. The system allows supervisors to monitor route completion with real-time reporting and GIS integration. Verification of vehicle location can ensure employee safety if an accident occurs or assist in rapid resolution of complaints. The system will decrease costs, improve efficiency and ensure safe winter roads.

Homeville Viaduct Rehabilitation: DPW completed the \$10.7 million Homeville Viaduct Rehabilitation in 2016. With the assistance of the Federal Highway Administration (FHWA) and the Pennsylvania Department of Transportation (PennDOT), this 15-month project of the 781-foot-long structure preserved a vital connection between businesses, residents and schools. The bridge carries two lanes of traffic and pedestrians over Lower Bull Run, Thompson Run Creek, the Union Railroad and Grant Avenue Extension in West Mifflin. Originally constructed by the County in the mid 1950's and rehabilitated in 1981, the bridge serves approximately 10,000 vehicles per day, including emergency vehicles, school buses, and 400 commercial vehicles. The design-bid-build rehabilitation included replacement and widening of the concrete deck from 26 to 29 feet, a 5-foot wide sidewalk, replacement of the existing hand rail with an 8-foot protective fence, new barriers, expansion dams, bearings, highway lighting, structural steel repairs and re-painting of the entire structure. Several expansion dams were also eliminated as part of this project by the installation of a continuity detail. The elimination of these joints decreases the amount of water the concrete piers and steel structure are exposed to and helps extend their life. Although it was necessary to detour vehicular traffic during construction, pedestrian traffic was accommodated by providing a daily shuttle service.



Homeville Viaduct Bridge

Telecommunication System: With repurposed radios furnished by the Department of Emergency Services, DPW installed a communication system to integrate communications with the snow fleet, maintenance warehouses and district maintenance supervisors. This new communication system resulted in improved field communications and enhanced equipment at no cost. Further, savings will be realized through an adjustment to an existing maintenance contract and the elimination of a \$3,000 monthly fee that was necessary for the use of the old equipment.

Municipal Separate Storm Sewer System (MS4) Project: In compliance with the Pennsylvania Department of Environmental Protection's (DEP's) MS4 requirements, the Department of Computer Services Geographic Information System Division (DCS-GIS) developed a comprehensive GIS mapping of the County's stormwater system. This mapping includes elements of the system infrastructure and condition updates of system appurtenances. DPW crews use GIS mapping functions to monitor inlet cleaning and repairs as well as track inspection data for inlets and outfall drainage areas.

Traffic Control Signs: DPW, in collaboration with DCS-GIS, created an application to locate and classify over 10,000 signs along the County's roadways. Crews utilize tablets and GIS mapping to prioritize maintenance activities and record historical data for all traffic control signage on County roadways.

Electronic Invoice Submission: In 2016 in collaboration with DCS, DPW initiated a system to allow vendors to submit invoices directly to a centralized DPW email inbox and routing system. This process not only eliminates the vendors' need to submit paper invoices by mail, but also ensures better tracking of invoices received by DPW staff. When fully implemented the process will enable the upload of all electronic invoices directly into the County's document management system, which will further improve operational efficiencies and enhance the utilization of existing technology. Process improvements will continue throughout 2017.

Electronic Purchase Order Request: An electronic purchase order request system was implemented for all DPW and Parks locations. This paperless system will result in improved operations.

Cityworks Training: All Field Supervisors received training on Cityworks service request and work order processes leading to a reduction in the time required to close work orders. From December 2015 to December 2016, the average days to close a work order dropped from 103.7 days to 21.2 days.

Customer Service Training: Field staff were provided customer service training to cover topics such as response time to service requests, notification of request status, and how to respond when the issue is not the responsibility of the County.

Safety Training: Effective safety training programs ensure fewer workplace injuries and claims. In addition to monthly Safety Tool Box Talks, DPW provided safety trainings in 2016 for chainsaw usage, bucket truck operations, power line safety, fall protection, trenching and excavation, confined space safety and flagger training. Further, DPW's Safety Compliance Officer became a Certified CPR Instructor to provide training in-house, and a new safety presentation was included in new hire orientation.

Fleet Service: A new fleet services provider coupled with maintaining parts inventories in-house resulted in a savings of \$472,555 since 2015.



COUNTY ADMINISTRATION AND GENERAL GOVERNMENT

DEPARTMENT OF ADMINISTRATIVE SERVICES

DIVISION OF COMPUTER SERVICES

Trail App: The Division of Computer Services, working with Parks Department, developed a mobile app that focuses on navigation for all users for each of Allegheny County's nine parks. This app is free and has been downloaded 5,600 times. All trails – blazed, unmarked, and paved – are shown in the map. In addition, blazed trails include length, difficulty, and elevation information. The app empowers and encourages the public to explore more of the County's 12,000 acres of recreational property.



A screenshot from the new trail app.

Website Redesign Award: The Division of Computer Services spearheaded the redesign of Allegheny County's online presence. The team defined and created a brand that reflects the innovation and growth present in the County, while still paying homage to its industrial roots. The new web site is a mobile-friendly, responsive design which caters to a wide variety of residents, businesses and visitors. The site

MISSION

The mission of the Department of Administrative Services is to provide superior quality services to Allegheny County constituents and to other County departments.

was awarded the County Commissioners Association of Pennsylvania (CCAP) 2016 Excellence in Website Design Award. This award honors counties for outstanding communication, internal and external, through the use of innovative website design and practices.

Parks and Maintenance Network Upgrade: In 2016, the network facilities at 37 parks and maintenance sites was upgraded to a fast, reliable Ethernet solution. The existing network was unreliable and could not support applications required to improve efficiencies and enhance public service. This project consisted of a new fiber network, new data and voice cabling, and the installation of new network hardware at each site. All sites can now support all necessary applications to improve efficiencies and to enhance public service.

Health Department Network Integration: DCS and ACHD IT staff worked to migrate all ACHD users onto a uniform County IT platform and eliminate separate internet access, saving the County over \$26,000.

Special Achievement in Geographic Information Systems Award: In June, DCS was honored with a Special Achievement in Geographic Information Systems (SAG) Award at the Esri User Conference. Selected from over 300,000 eligible candidates, the County received the award for its innovative application of technology, data collection, geospatial information visualization, and thought leadership through GIS in local government.

PRINTING AND MAILING SERVICES

Mail Savings & Cost Avoidance: The mailing services division implemented many cost savings measures. In 2016 Mailing Services worked to increase awareness of cost-saving measures for standard mail. As a result of the programs indicated above, Mailing Services saved the County a total of \$194,000 while simultaneously increasing volume by 166,000 pieces. The division also secured discounts for the Business Reply account in the Elections division and participated in the United States Postal Service's Full Service Intelligent Mail discount program. Combined savings from these initiatives totaled over \$179,000.

Print Shop Merger Efficiencies: October 2016 marked the first year of merged services with the Health Department's printing staff. This successful collaboration has allowed for Printing Services to increase its efficiency by way of workforce and additional equipment that provides a greater opportunity for load balancing, quicker turnaround times and better quality printing jobs.

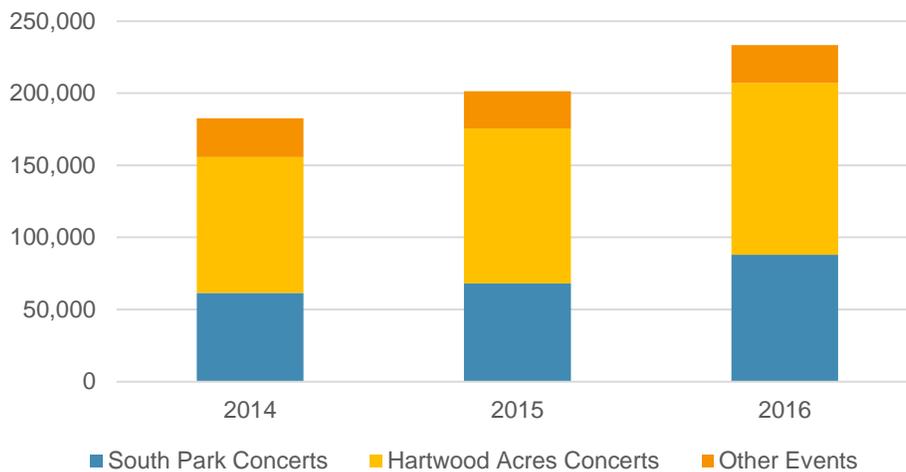
MARKETING AND SPECIAL EVENTS

Attendance Increases at Special Events: Summer Concert Series attendance grew by 18 percent from 175,600 in 2015 to 207,100 in 2016. Overall attendance at events grew from 201,400 in 2015 to 233,400 in 2016, an increase of 16 percent.



A summer concert at Hartwood Acres.

Special Events Attendance



New Marketing Campaign: Marketing staff continued to expand advertising and marketing efforts for county departments and offices, launching an advertising campaign on Port Authority buses for programs, activities and events in the County parks. The Port Authority campaign included 610 external bus ads and covered all 12 months in 2016. Marketing staff also produced a comprehensive marketing

campaign to recruit new County employees, including police officers and new poll workers for the 2016 elections. The Chief Marketing Officer also obtained over \$56,00 in in-kind advertising through partnerships with the Pittsburgh Post-Gazette and iHeartMedia.

Innovative Marketing Opportunities: Working with the Building Guards, County Police, Facilities Management, Law Department, Parks Department and Public Works, Marketing staff coordinated two television productions (“Mindhunter” and “Outsiders”) and one motion picture production (“Fences”) that filmed on county property during 2016. In addition, Marketing staff coordinated four major events on the Roberto Clemente, Andy Warhol and Rachel Carson bridges, including Ball on the Bridge; Duelo del Siglo Boxing Match; Picklesburgh; and the Three Rivers Regatta. Finally, Marketing staff worked with several partners to facilitate the installation of “Energy Flow,” an innovative lighting display on the Rachel Carson Bridge as part of the Pittsburgh Bicentennial.

New Events: Several new events were introduced in 2016, including: “Dog Days of Summer” at Hartwood Acres, North, South and White Oak parks; “Family Fun Days” at the Boyce, North, Settlers Cabin and South pools; a concert at Round Hill Park; and “Skate with Santa” at North Park and South Park. Special Events staff partnered with CBS Radio and the Parks Department on two new events in North Park: “Family Fitness Fest” and “Eat, Drink, Summer.” Staff also partnered with British-American Connections Pittsburgh and Parks Department staff to bring “Britsburgh 2016” events to Hartwood Acres Mansion. Finally, Special Events staff transformed the “Allegheny County Green & Innovation Festival” into the “Family Green Fest,” refocusing the event back to its original goals, streamlining the number of participating organizations and vendors, and reallocating budget and resources to revitalize the event.

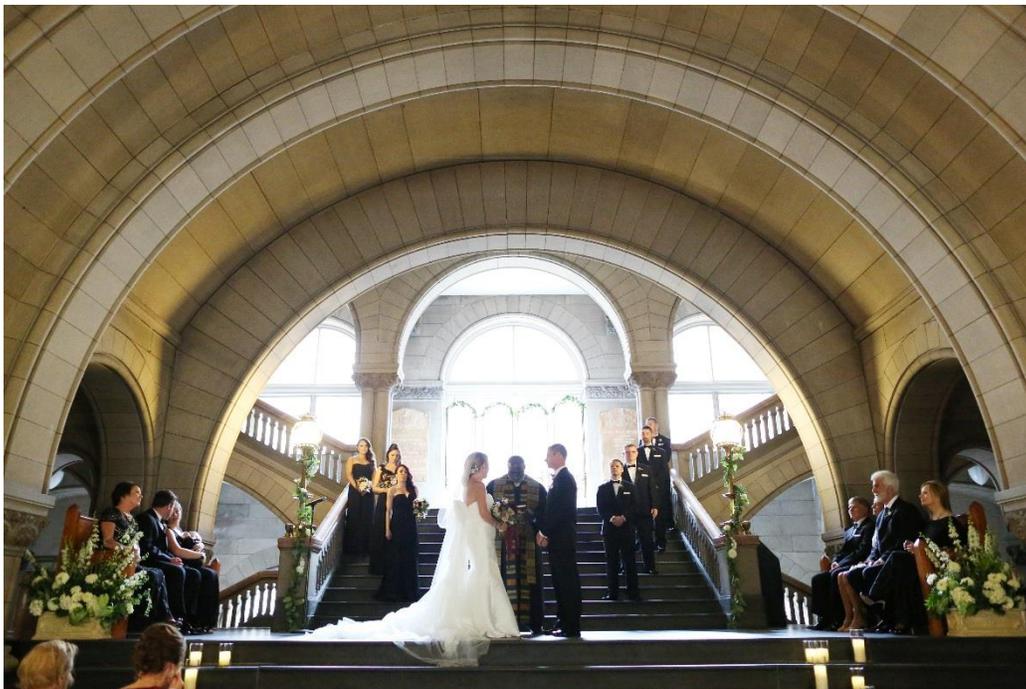


Skate with Santa.

Sponsorships and Donations: Special Events staff secured \$33,300 in sponsorships from partners including BNY Mellon and EQT. Special Events staff also partnered with several businesses and organizations in 2016 to secure an estimated \$12,460 worth of in-kind goods and services, allowing the division to reduce costs and enhance our events.

Photography Preservation and Digitization: The Photography division partnered with the Heinz History Center to prepare and transfer the County's photo negative archive to History Center. The process took several months to properly sort each negative and glass plate into chronological order, then store into specialized envelopes with identification and photographer credit details. Approximately 250,000 negatives were transferred during this first phase with the long-term goal of digitized online access.

Wedding and Special Event Bookings: Starting in May 2016, the Venue & Marketing Coordinator handled inquiries for event rentals at the Courthouse and Hartwood Acres Mansion and booked five paid events in the Courthouse. Attendance for all paid and free events at the Courthouse in 2016 was 3,839. Staff also launched advertising and marketing efforts to rent the Courthouse and Hartwood Acres Mansion for weddings.

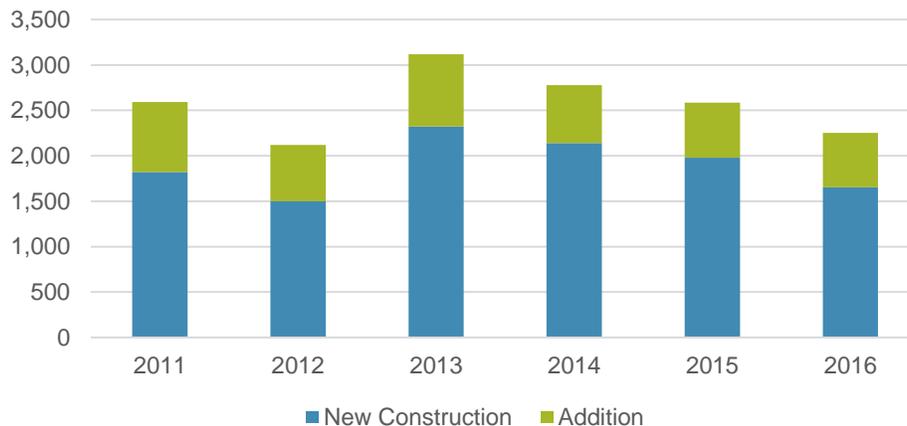


A wedding at the Allegheny County Courthouse.

OFFICE OF PROPERTY ASSESSMENTS

Building Permits Received: The Office of Property Assessments receives building permits issued by Allegheny County municipalities. In 2016, the office received 1,652 permits for new construction and 599 permits for additions. Permits received for new construction and additions have declined since 2013.

New Construction and Addition Building Permits Received



Online Filing for Appeals: For the first time this year, residents wishing to appeal their property assessment were able to file their request online. Almost 21% of all filers (or 1,916 people) took advantage of this method, making it the second most frequently used filing method. In-person remained the most frequently used method (65%), followed by US Mail (9%) and email (5%).

PURCHASING

New Solicitation Management System: In 2016 Purchasing transitioned Allegheny County from the BidNet solicitation management system to the Public Purchase system. The new system adds significantly more functionality, is utilized by more than 1,200 government agencies, and has over 200,000 registered vendors. This system allows the division to reach a much broader supplier base which will result in an increased level of competition for County contracts.

SmartProcure: The Purchasing division enrolled Allegheny County in the SmartProcure system, a powerful search engine that provides purchasing intelligence from more than 13,000 local, state and federal procurement agencies. It currently contains information from more than 347,000,000 Purchase Orders and 747,000,000 line items. Allegheny County was one of the first 100 government agencies that enrolled in this new program. The information should help the County make better purchasing decisions in future.

REAL ESTATE

Mapping & Registry Improvements: Real Estate made a series of improvements to the mapping and registry process. In 2016 the division completed the property dimension transfer project from paper block and lot sheets to the Geographic Information System database. Customers now can be provided with complete information regarding the property dimensions found on GIS maps. The division also

implemented a new workflow and allocation of personnel for manually updating the GIS and property database, thus adding flexibility of staff to assist customers.

Deed Scanning Project: Real Estate completed an in-house project to scan almost 100 years of old deed records into a digital database. Deeds from September 1788 to March 1872 were scanned. Images are enhanced for improved legibility through high-resolution cameras. The original books have been removed from the shelves to prevent further damage and deterioration. The division also scanned state highway plans from the early 1930s through 1971. Real Estate is now working on the years 1972 to 2003; plans from 2004 to present are already scanned.

ELECTIONS

Oversaw General Election: In 2016 Elections oversaw the smooth operation of election ballot processing for the Presidential Election. The division trained 3,470 election officials and deployed them to 850 polling places in 1,321 voting districts. Across the county, 661,151 ballots were cast for 58 candidates and one referendum. Election results were tabulated and reported within 7.5 hours of polls closing. A recanvassing of the voting machines after the election resulted in zero changes.

Absentee Ballots: 2016 brought about a fivefold increase in the number of absentee ballots issued over the previous year. There were 49,767 absentee ballots issued in 2016 versus 9,424 absentee ballots issues in 2015.

Voter Registration: The Elections division processed double the number of voter applications over the previous year. There were 324,353 applications processed in 2016 versus 151,324 applications processed in 2015. Applications originated from various sources, such as the Pennsylvania Departments of Health, State and Transportation, United States mail, voter registration drives and in-person visits.

DEPARTMENT OF BUDGET & FINANCE

Increased Revenue from Grants: In 2016, the Department of Budget and Finance assisted departments in securing over \$800 million in grant money. Over \$30 million of that came from new sources of additional grant funding grant funding that was not initially budgeted.

New and Amended Grants, by Department



Staffing and Development: Budget and Finance worked in conjunction with other County departments to reduce the use of temporary staffing, resulting in an estimated \$1.9 million on temporary staffing in 2016, compared to \$2.5 million in 2015. The department also

MISSION

The mission of the Department of Budget and Finance is to responsibly steward Allegheny County taxpayer resources through sound budget development, budget oversight, and debt management.

continued to coordinate the hiring process for financial positions throughout the County and meet with finance staff bi-weekly to help them navigate County processes and systems. These meetings included training in topics related to JDEdwards, OnBase, PowerPlan, Action Tracker and Reports Now. Budget and Finance coordinated training of 164 employees in 2016.

Overtime Committee: The Department of Budget & Finance created an Overtime Committee to identify departments where overtime was high and develop solutions for reductions when possible. Department of Budget and Finance also used this forum to begin a review of the exempt vs. non-exempt status of staff groups and understand and manage the impact of proposed changes to the Fair Labor Standards Act.

Technology Training: In order to help advance the use of technology by County staff, the Department of Budget and Finance implemented an Excel training program. In November and December 2016, Budget and Finance trained over 80 staff in the use of Excel. As-needed training was structured to meet employees at their skill level, ranging from beginner to advanced. To date, 54 hours of financial training have been conducted, and a formal training schedule is in development for 2017.

Kane Voucher Workflow: The Department of Budget and Finance, along with the financial staff at the Kane Regional Centers, developed a custom electronic voucher workflow using the OnBase document management system to replace their existing paper-based process. Once the workflow was built, Budget and Finance coordinated and completed the training for 80 - 100 staff involved in the electronic process. Budget and Finance will be working with each department to insure that the system is defined to meet their needs and to ensure they are trained.

Bond Sale and Refinancing: In 2016, Moody's Investors Service raised its outlook on the County's general obligation bond rating. The agency gave the County a positive outlook and an A1 rating for its 2016 bonds and reaffirmed the A1 rating on its previously established debt. Along with a \$276 million new bond issuance to support the proposed capital budget the Department of Budget and Finance was able to take advantage of the County's improved bond rating outlook to refinance over \$200 million of debt and save the County more than \$26 million.

Budget and Finance also worked with County departments to maintain appropriate spending levels, allowing the County to increase its unassigned fund balance to \$41.5 million. At 5% of the County's operating budget, this fund balance level represents what the rating agencies consider to be a fiscally responsible level. Achieving this fund balance level enabled the department to recommend a balanced operating budget for 2017, using the 2016 bond refinancing savings to offset 2017 debt service requirements.

COUNTYSTAT

Enrolled Seven Departments in CountyStat: The first CountyStat meeting was held in April 2016, with the Office of the Medical Examiner being the first department to participate. Through the remainder of 2016, the CountyStat team onboarded an additional six departments, all of which are now participating in either bi-monthly or quarterly meetings with senior County management. The objective of the CountyStat meetings is to review operational performance and develop strategies for quality, efficiency and outcome improvements to the services they provide. The table below shows departments that were enrolled in 2016, and the balance of departments to be enrolled in 2017.

2016	2017
Medical Examiner	Emergency Services
Public Works	Court Records
Parks	Administrative Services
M/W/DBE	Economic Development
Facilities Management	Human Resources
Jail	Kane Regional Centers
Shuman Detention Center	Budget and Finance
	Law
	Health
	Public Defender
	Police
	Human Services

Released 20 Datasets: CountyStat also continued to lead the County's open data initiative, through collaboration with the City of Pittsburgh and University of Pittsburgh to support the Western Pennsylvania Regional Data Center (WPRDC). The County released an additional 20 datasets, bringing the total County datasets on the WPRDC open data portal to 84. There have been more than 30,000 downloads of County datasets by visitors to the WPRDC website (wprdc.org).

Municipal Data Publishing: In addition to publishing new datasets, the CountyStat team worked with municipalities throughout the county to train them in how to use the data portal and encourage them to become data publishers. Baldwin Borough became the first

MISSION

As part of the Office of the County Manager, CountyStat shares the same mission, to ensure effective and efficient delivery of County services to Allegheny County residents, businesses, and institutions.

municipality outside of the City of Pittsburgh to become a data publisher.

Data Literacy Training: CountyStat worked with WPRDC to improve the data literacy of county residents, by developing and providing training through a series of programs titled 'Data 101', offered through the Carnegie and Allegheny County Library Association libraries, and to County government staff.



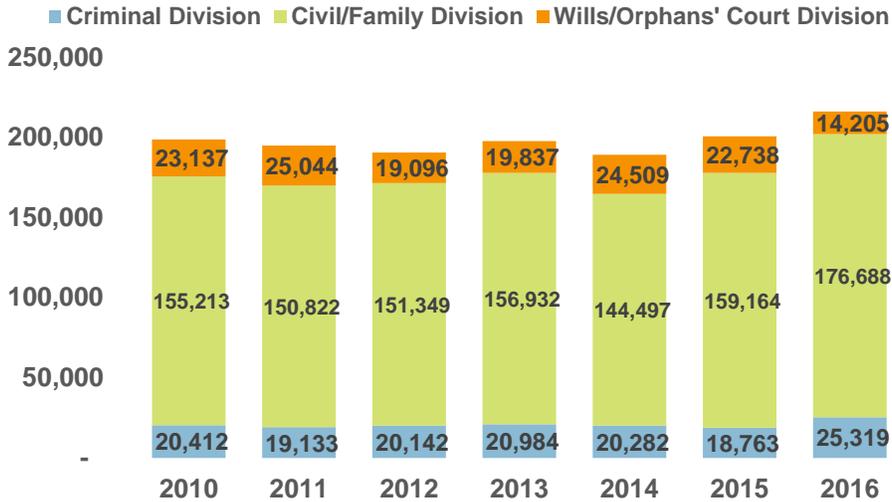
Data 101 training for County staff.

Leveraging Technology in Government: CountyStat was instrumental in bringing technology and digital solutions to various departments in County government, including: Public Works' acquisition and roll-out of snow plow tracking technology; an e-signature system for contracting; daily staffing and annual vacation planning modules for the Allegheny County Jail; and a solution for streamlined media reporting for the Office of the Medical Examiner. In addition, CountyStat led the initiative to convert the County's contracting to a paperless system, saving money, paper and resulting in reduced contract processing time.

DEPARTMENT OF COURT RECORDS

The Department of Court Records (DCR) processed a record number of cases in 2016, a total of 221,608. This represented a 6.2% increase over 2015 and is largely attributable to the increase in cases processed through the Civil/Family Division.

Court Records Caseload



AOPC Electronic Filing System: In a successful collaboration with the Administrative Office of Pennsylvania Courts (AOPC), DCR built an application which enables all the appellate court cases to be electronically filed to the Superior Court of PA. This will save the county approximately \$70,000 per year and has increased the efficiency of the filing process by reducing the amount of time to create a file.

Document Migration Project: The Wills/Orphans' Court Division completed a document mapping project, allowing for approximately 45,000 documents to be viewable online. In the past, documents were only available electronically on-site at the Wills/Orphans' Court. This project was accomplished in-house, saving the County approximately \$40,000.

Local Rule 1901: The Civil/Family Division worked with the Court Administration of the Allegheny County Court of Common Pleas and the AOPC, to implement a procedure to close approximately 80,000 inactive civil cases dating from 1995 through 2014. This provides more precise record keeping as well as accurate case load statistics to the AOPC.

MISSION

The mission of the Department of Court Records (DCR) is to be the receiver and custodian of all filings for the divisions of the Court of Common Pleas of Allegheny County in an accurate, timely, and efficient manner.

DEPARTMENT OF ECONOMIC DEVELOPMENT

DEVELOPMENT DIVISION

Capco in McKeesport: The former Capco building in McKeesport underwent significant improvement in 2016 and is soon ready for reuse. The overall site was expanded and leveled and the structure improved, making it more suitable for its proposed reuse by Vegely Welding.



Capco Building in McKeesport

Homestead Properties: In 2016, the Redevelopment Authority of Allegheny County (RAAC) conveyed an unoccupied and vacant parcel located in the Steel Valley Redevelopment Project along 8th Avenue in Homestead to AMRodriquez subsidiary to facilitate the development of a brewpub. Over time, the Authority has stabilized about 40 parcels in the area and sold many for redevelopment, and this conveyance is another step towards returning the 6th, 7th and 8th Avenue corridors in Homestead to useful tax generating enterprises.



Redevelopment in Homestead

MISSION

The mission of Allegheny County Economic Development (ACED) is to effectively coordinate community and economic development initiatives and activities to maintain and enhance the economic, social, and environmental quality of life for all citizens of Allegheny County.

City Center Duquesne and American Textiles: The RAAC facilitated and administered a \$8.375 million Redevelopment Assistance Capital Program (RACP) state grant to the Regional Industrial Development Corporation (RIDC) and American Textiles Company, to fund multiple elements of the 200-acre City Center of Duquesne development site through five (5) distinct Development Phases. Phases III, IV, and V were funded in 2016.

Half Brothers: The RAAC is administering another RACP grant to fund the construction of a four-story residential building with ground floor commercial space on the site of the former Half Brothers building in Homestead. The site was originally demolished by RAAC to provide a shovel-ready development site. This redevelopment is one of six buildings in the project and is the only piece with a commercial component. It is located on the Borough of Homestead's main commercial corridor, 8th Avenue.



Half Brothers Project in Homestead

Carrie Furnace: The state awarded RAAC a \$313,000 Multimodal Transportation Grant in 2016 for the Carrie Furnace site. The multimodal grant will be used to assess the environmental and structural stability of the hot metal bridge on the site and across the Monongahela River to Munhall, with plans to convert it into a vehicular bridge with bike and trail access.

HOUSING DIVISION

New Housing: The Housing Division assisted a total of 157 units that were constructed or renovated by developers in seven communities in 2016. Sixty-two of those were apartment units for seniors. An additional six units were acquired by developers and renovations were begun. One development received its initial underwriting review.

Vacant Property Recovery Program: Through the Vacant Property Recovery Program, the County transferred 82 parcels to new owners in 35 different municipalities in 2016. Seven new municipalities -- Frazer, Brackenridge, Wall, Avalon, South Park, Shaler, and Clairton -- joined the program during the year. The Program exceeded its 2016 goal, which was to transfer 75 parcels to new owners and add three municipalities to the program.

Allegheny Lead Safe Homes Program: The County was awarded a \$3.4 million grant from the U.S. Department of Housing and Urban Development (HUD) for the Allegheny Lead Safe Homes Program. The funds will be used to operate the program from 2017 through 2020. The program will identify and address lead-based paint hazards in approximately 175 housing units throughout the County and will address other health and safety hazards in approximately 75 of those units. To be eligible for the program, residents must have a household income less than 80 percent of the area median income and must include a child under the age of six. In addition, the program will provide education and outreach regarding lead-based paint hazards throughout the County and will offer a scholarship program for contractors interested in receiving the necessary training and certifications to perform lead hazard control work.

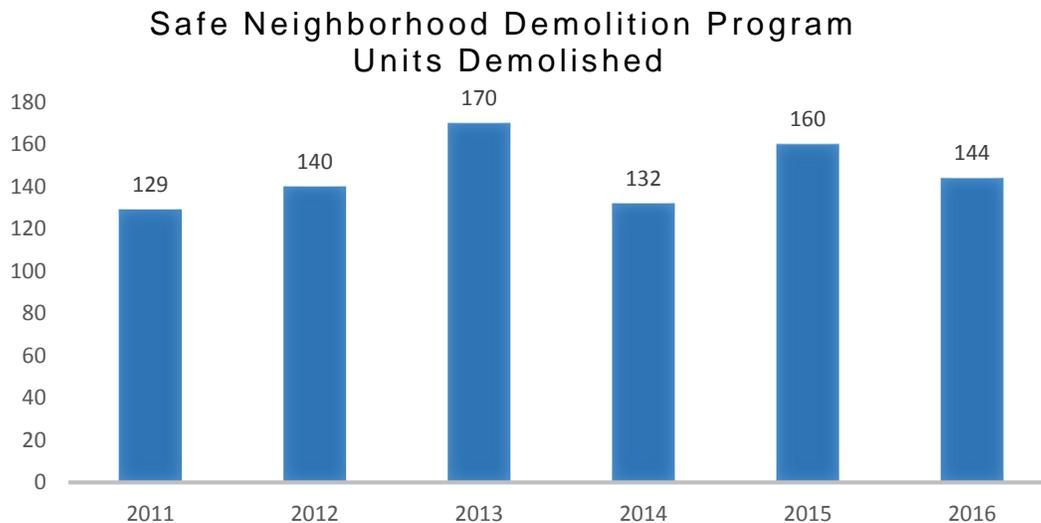
HUMAN SERVICES DIVISION

Emergency Solutions Grants: Allegheny County received and expended \$1,309,493 in federal Housing and Urban Development Emergency Solutions Grant (ESG) funds in 2016. These funds were distributed to eleven emergency shelters throughout the County to provide shelter operations, essential services, renovations, and street outreach activities. In addition, four supportive service agencies received the Homelessness Prevention and Rapid Re-Housing component of ESG to assist individuals at or below 30% of the median income quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. The ESG Program served 1,652 individuals through street outreach, emergency shelters, and transitional housing and 200 individuals through the Homelessness Prevention and Rapid Re-housing component of ESG for a total of 1,852 clients served. Allegheny County applied for and received an additional \$445,439 of Pennsylvania Department of Community and Economic Development (PA-DCED) ESG funds for Rapid Re-Housing activities.

Save Your Home Program: The Save Your Home Program Hotline is staffed by ACED to assist mortgagors in default of their mortgage and directs them to free financial counseling with local non-profit housing counseling agencies. The program serves as liaison between the court and counseling agencies and is responsible for filing court documents. In 2016, the program facilitated 424 cases, 191 (45%) of which were successfully resolved to enable homeowners to stay in their homes.

MUNICIPAL DIVISION

The Safe Neighborhood Demolition Program: The program was budgeted \$1,319,364 for the 2015-2016 fiscal year. These funds were used to demolish 144 vacant and blighted structures in 48 municipalities. Additionally, \$260,000 was used for the emergency demolition of a collapsing church with two 86-foot-high towers, the adjoining rectory and garage, and a neighboring structure in the City of Duquesne.

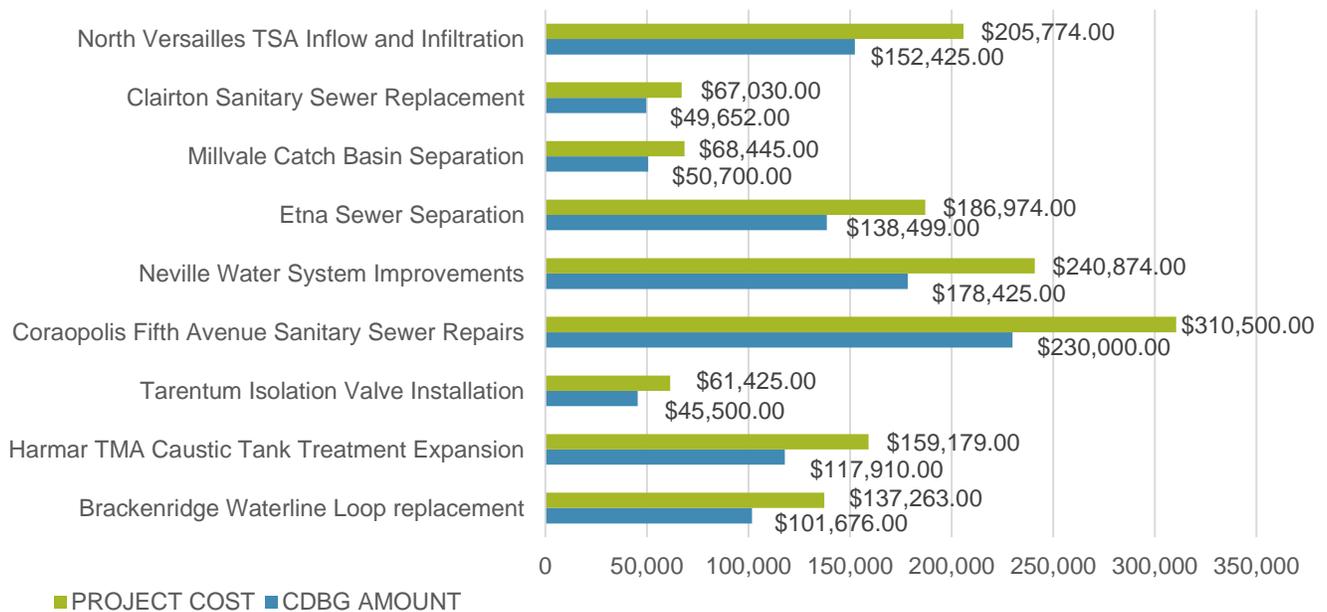


Expansion of Hometown Hoops Traveling Sports Camp: Working with the Parks Department, ACED put \$16,400 towards a travelling sports clinic known as “Hometown Hoops Mini Camps”. In 2016, it served over 1,000 youth in 12 low-to-moderate income communities.



Sewer and Water Program: The Sewer and Water program allocated \$1,064,787 of federal Community Development Block Grant funds for the 2015-2016 program year to nine projects throughout the County. Projects were selected with input from the Allegheny County Health Department. In total, 7,388 households benefitted from the projects, 3,757 of which were low/moderate income households.

2016 Sewer and Water Projects



Public Improvement Projects: During program year 2015-2016, \$2,580,416 was allocated to complete various public improvement projects. These funds were used to fund two recreation, six sewer and water, five road reconstruction, 14 Americans with Disabilities Act (ADA), and 37 general infrastructure projects within 64 municipalities.

PLANNING DIVISION

Active Allegheny Grant Program: Planning staff launched the new Active Allegheny Grant Program (AAGP). Using \$215,000 from the Richard King Mellon Foundation, nine grants were awarded to support local bicycle and pedestrian planning and design efforts, two open street events, and printing of a community trail map. In partnership with the Health Department, staff was successful in obtaining an additional \$438,000 to fund two additional years of the grant program.

Project Sponsor(s)	Project Name
Millvale Borough	Seavey Road Pedestrian and ADA Project
Etna Borough / Sharpsburg Boroughs	Open Streets Day Etna and Sharpsburg
Braddock (applicant), E. Pgh, N. Braddock, Rankin, Turtle Creek	Feasibility Study to Develop a Walking/Bicycling Route through Communities
Carnegie Borough	Open Streets Carnegie
Collier Township	Collier Township Trail Network Map and Guide
East McKeesport	East McKeesport Open Street Day
Harrison Township	Harrison Township Biking/Walking Corridor Planning and Design Project
Ross Township	Creating Connections for a Healthier Ross
Wilkins Township	Wilkins Township Active Transportation Master Plan

The multi-sectoral effort sought to expand the Health Department’s Live Well Allegheny campaign and address major risk behaviors (e.g., physical inactivity) that contribute to chronic disease. In addition to ACED and ACHD, the initiative included partners from the United Way of Allegheny County/fitUnited, Just Harvest, the Greater Pittsburgh Community Food Bank, and RAND Health.

Year Two grant applications will be solicited in Spring 2017.

Bicycle and Pedestrian Infrastructure with Active Allegheny: In mid-2016, Allegheny County Economic Development Department (ACED), in partnership with Department of Public Works, was successful in obtaining a federal transportation grant in the amount of \$250,000 to conduct an inventory and assessment of all County-owned rights-of-way to identify opportunities for bicycle and pedestrian improvements. Work began on a study to identify and evaluate a bicycle and pedestrian route through McKees Rocks Borough and Stowe Township that takes into account new development in the area. The bicycle and pedestrian infrastructure in this developing corridor could provide connections from the City of Pittsburgh to the Montour Trail in Coraopolis and beyond. Also in partnership with Public Works, staff completed final design of bike lanes on Neville Island, construction of which is scheduled in early 2017.

In addition to the work on County-owned roads, ACED staff continued to provide assistance to seven communities along the Allegheny River as they pursue implementation of their Community Trails Initiative plan, and assisted with the successful federal grant application for \$250,000 to conduct preliminary engineering of a trail through Shaler Township.

SPECIAL PROJECTS AND FINANCE

Transit Oriented Development: In 2016, the South Hills Village project was approved by the Port Authority. The development team has been working on pre-development activities and partnership issues and anticipates breaking ground in calendar year 2017.

The Shannon Transit Village project received Federal Transit Administration (FTA) approvals and the development team signed a lease with Port Authority in 2016. Notice to the public regarding the closure of the park and ride will be given by Port Authority in early 2017, and groundbreaking is anticipated in the second quarter of 2017.

The East Liberty Transit Revitalization Investment District (TRID) continues to progress and the County, along with the City and City School District, has approved the second phase. This second phase will enable further public infrastructure, including a parking facility and busway stop at the Bakery Square complex.

Special Financing Districts: ACED utilized Local Economic Revitalization Tax Act Districts (LERTA) for numerous projects throughout the County in 2016. LERTA projects in the City of Pittsburgh include: Bakery Square 2.0 residential development; Three Crossings mixed-use development Phase II; Baumhaus; Campus Advantage; Forbes Avenue Apartments; Emerald on Centre; Foundry at 41st Street; Heinz II Development; Hilton Homewood Suites; Oakland and Fifth Avenue Hotel; and Penn Highland Residential. In other parts of the County, ACED assisted Wilkins Township in preparing a LERTA District and approved a LERTA on Neville Island for LES Neville Trust. Currently, there are several additional projects with pending LERTA requests.

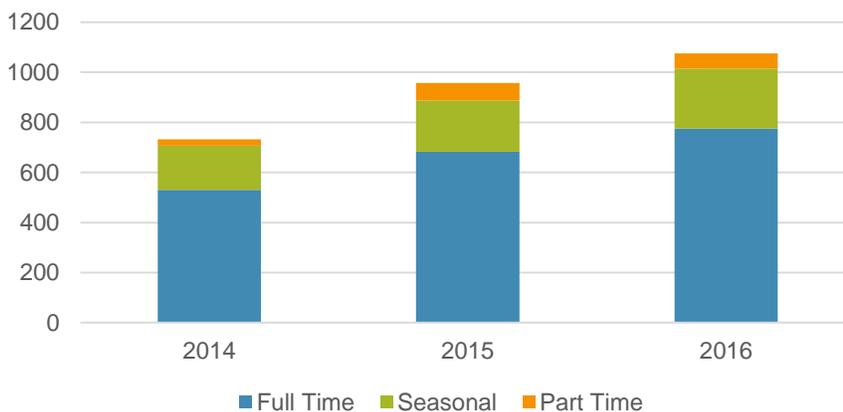
ACED helped the Almono project sponsors move their TIF Amendment 1 through the County legislative process to enable the project to take full advantage of the 20 years afforded to the TIF District.

In 2016, ACED refinanced the Northfield TIF to provide debt service savings and ensure available funding through the remaining life of the TIF District.

DEPARTMENT OF HUMAN RESOURCES

Process Reengineering: The Department of Human Resources (HR) worked to improve the effectiveness of employment-related services provided to County departments by restructuring current staff responsibilities and developing enhanced processes to better meet customer department needs. Employment Analysts were assigned specific departments and provide a comprehensive level of activities and services that include job description development, specialized outreach and recruitment activities, job and bid postings, processing of personnel actions, testing and assessment, and orientation/onboarding sessions. Supporting departments in the monitoring of the status of employees in their respective assigned areas has resulted in more timely and efficient processing of payroll changes that impact benefit and other employee related costs to the County.

Positions Filled



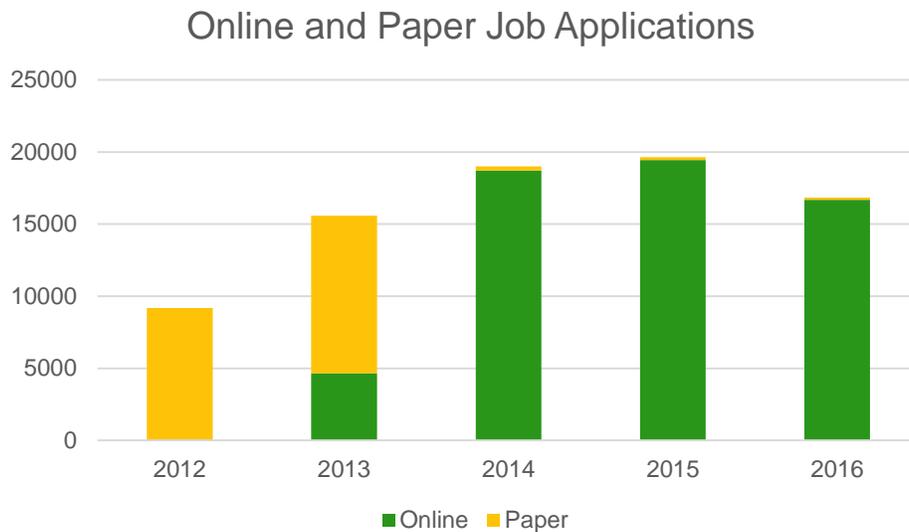
Increased Insurance Choice: HR managed the Request for Proposal (RFP) process to select medical, dental and vision benefit providers, resulting in minimal contribution increases by employees, as well as the offering of choice in medical insurance carriers and an enhanced vision benefit.

Online Job Applications: In partnership with the Division of Computer Services, HR expanded the use of the OnBase online employment application system to all positions that include a written examination (Correctional Officer, Police, Deputy Sheriff, Telecommunications Officer), so that all County positions posted through the HR

MISSION

The mission of the Department of Human Resources is to serve and support Allegheny County's most valuable assets — its employees — by attracting, developing, engaging, and retaining a talented and diverse workforce through the provision of a quality work experience.

Department can now be submitted online. Online submission of these high-volume application generating positions streamlines application sharing and tracking of applicant status, making the process more efficient for applicants, departments and HR staff. In addition, HR worked with DCS, Kane Regional Centers and the Health Department to facilitate their respective online application submission processes through OnBase.



Criminal Background Checks: HR continued the effort to ensure equal opportunity to persons with prior criminal convictions by conducting criminal history and motor vehicle checks after conditional employment offers are made. Conducted approximately 717 state criminal checks, 52 national criminal checks, 1 international check and 79 motor vehicle checks, which after review and analysis resulted in the withdrawal of five conditional employment offers.

Training: In order to advance the knowledge of management personnel in the areas of County policy and regulatory compliance, more than 440 supervisors were provided comprehensive training on Discrimination, Harassment, Retaliation and Workplace Bullying. These training sessions support our goal of maintaining a respectful and inclusive workplace. In addition, department representatives were trained on Best Practices for State and Local Governments regarding Title II of the Americans with Disabilities Act, and PA Relay Service Training was provided to more than 300 employees who answer phones and may need to utilize the service for callers who are deaf or hearing-impaired. These training sessions help to enhance our customer service and communications with individuals with disabilities and ensure that the programs, services and activities provided by the County continue to be free from barriers.

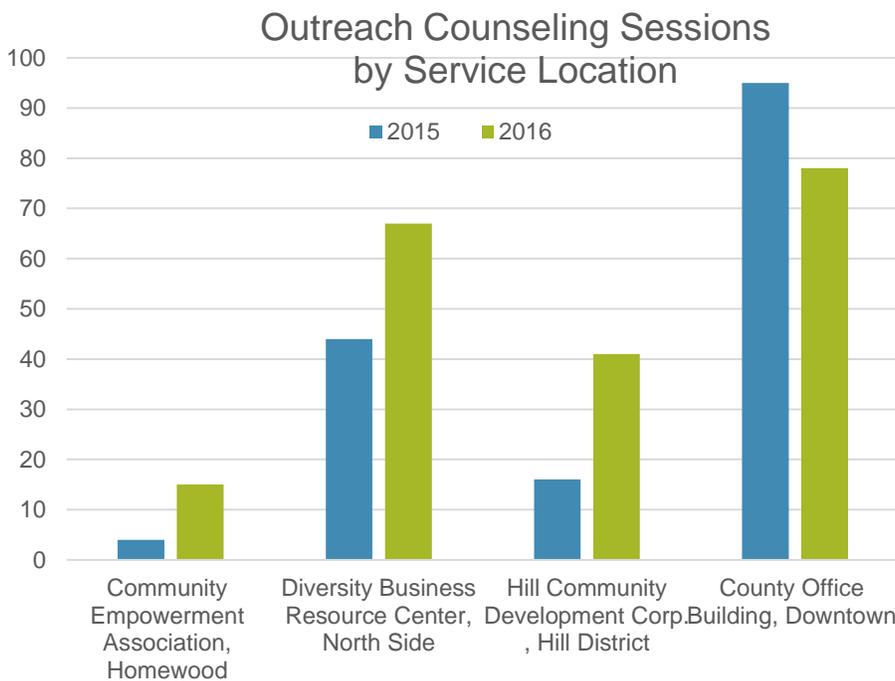
Tuition Discount: In 2016 HR partnered with Penn State to offer eligible County employees, their spouses and children a 5% tuition reduction on educational programs and courses offered online through Penn State World Campus. More than 125 degrees and certificates that provide career-focused curriculum are available.

Hiring for Individuals with Disabilities: HR partnered United Way's 21andAble program to increase efforts to recruit and employ qualified individuals with disabilities. A new Career Transition Professional has been managing this initiative. In 2016, eight employees joined the Allegheny County workforce as part of this initiative. To ensure continued success, support for the new employees will continue throughout their employment as needed by providing workplace accommodations and education and consultations to management.

DEPARTMENT OF MINORITY, WOMEN AND DISADVANTAGED BUSINESS ENTERPRISE

Enhanced Customer Service Through the Utilization of Technology: In the last quarter of 2016 the M/W/DBE Department began utilizing video conferencing for customer service functions such as certification application assistance as well as assisting firms with the new Pennsylvania Unified Certification Program (PA UCP) website.

Increase in Technical Assistance: In 2016, the M/W/DBE Department saw increased utilization of the individual counseling sessions available to minority and women owned businesses seeking certification with PA UCP.



The PA UCP Website: The purpose of PA UCP is to provide "one-stop shopping" for firms seeking certification as a Disadvantaged Business Enterprise (DBE) in accordance with 49 CFR Part 26 – a United States Department of Transportation Certification. The PA UCP makes all certification decisions on behalf of all agencies and organizations in the Commonwealth with respect to participation in the DBE Program. In other words, firms certified as a DBE with the PA UCP are eligible to

MISSION

The mission of the

Minority, Women and

Disadvantaged

Business Enterprise

Department

(M/W/DBE) is to build

the capacity of

MWDBE certified

businesses and

monitor contracts to

ensure compliance

with Allegheny County

goals.

participate on any Federal Aviation Administration, Federal Highway Administration and the Federal Transit Administration funded contract as a Disadvantaged Business Enterprise. The Certifying Participants in Pennsylvania are: Allegheny County M/W/DBE Department, Port Authority of Allegheny County, Penn DOT, Southeastern Pennsylvania Transit Authority and the City of Philadelphia Airport.

To increase efficiency and productivity a new database and web portal was developed and went into production during 2016. The web portal is for applicants seeking certification to use for submission of applications, uploading documents, annual affidavits of no change and affidavits of changes. The database is a central repository of all of the firms that are certified by the five Certifying Participants in Pennsylvania. As of December 2016, of the 1,973 firms certified in Pennsylvania, Allegheny County M/W/DBE is responsible for the records of 555, or 28%, of the certified firms.

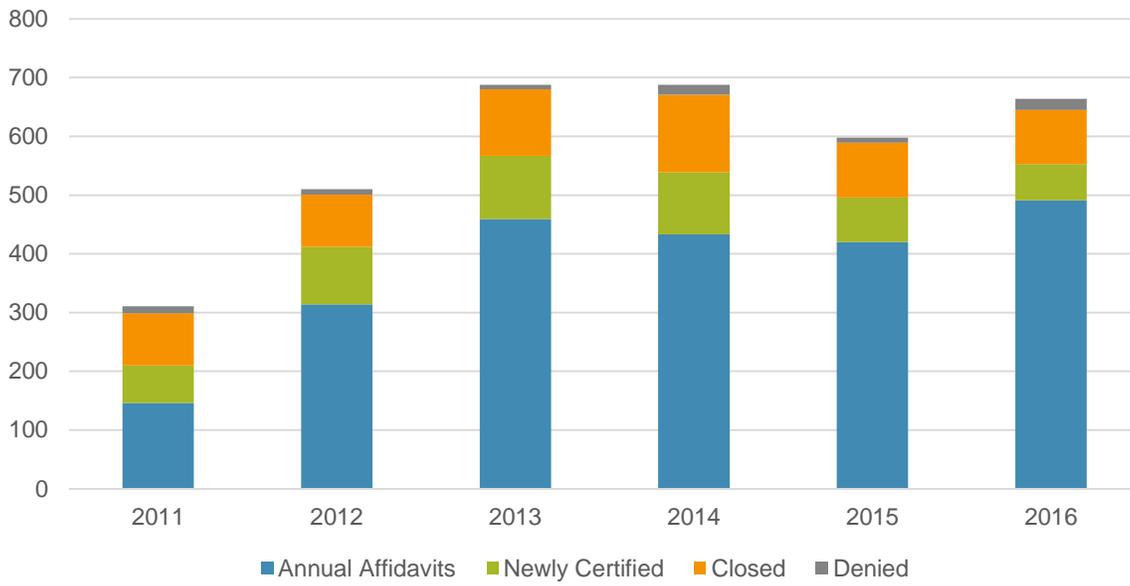
Successful Partnerships and Collaborations: The Allegheny County M/W/DBE Department is a former board member, and current member of Southwestern Pennsylvania Engineering Outreach (SPEO). SPEO is a mentoring organization that includes government agencies, prime consulting engineering and architectural firms, prime construction management, and protégé firms that are minority and women businesses who work in these disciplines.

In 2016, SPEO hosted an opportunities forum where many of the government agencies provided information on upcoming projects relating to engineering. Many of the firms present, were certified through the Pennsylvania Unified Certification Program of which Allegheny County M/W/DBE is a Certifying Participant. Allegheny County's Department of Public Works presented on upcoming County opportunities for 2017 at the forum.

In 2016, the M/W/DBE Department facilitated the partnership between Gwen's Girls and SPEO. SPEO has partnered with Gwen's Girls on two separate occasions for Women Engineers to discuss potential careers in Engineering with the Gwen's Girls afterschool program participants, to encourage interest in a STEM (science, technology, engineering and math) curriculum.

Certifications: The department continues to work with an increasing number of firms on MBE and WBE certification. After initial certification, each firm is required to submit an annual affidavit with updated information, including taxes, to ensure they still meet the qualifications. Additionally, some certification applications are closed or denied for no longer meeting qualifications or incomplete applications.

M/W/DBE Certifications



DEPARTMENT OF THE PUBLIC DEFENDER

PRE-TRIAL DIVISION

In 2016, the Office of the Public Defender opened 17,998 new cases. Of those new cases, 10,237 (56.88%) clients qualified in-person at the office of the Public Defender, and 7,761 (43.12%) qualified through the Allegheny County Jail. Additionally, 6,515 of the criminal cases involved felony charges, while 10,009 involved the filing of misdemeanor charges only. The Office of the Public Defender also qualified 293 clients for Protection From Abuse violations and 657 clients for Summary Appeals. In total, the Pre-Trial attorneys appeared before District Magistrates 29,069 times in 2016.

In all, Preliminary Hearing Division Attorneys appear before the Minor Judiciary, Common Pleas Judges in Criminal, Family, and Orphan's Court, Mental Health Hearing officers, and Probation and Parole Hearing Officers in over 34,000 proceedings a year. The attorneys handle a wide ranging array of case types and have experience representing clients in many different venues and in many different functions.

TRIAL DIVISION

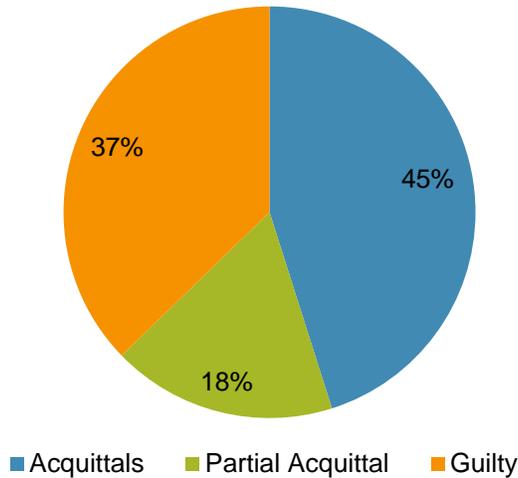
In 2016, 14,974 cases were resolved by the Public Defender by either the Trial or Pre-Trial Division. Of that number, 6,346 or 42% of those cases resulted in either an outright withdrawal of the charges by the District Attorney's Office, or a reduction of the charges to non-indictable summary offenses. Plea bargains were reached in 5,793 or 37% of cases, many of which occurred at the Preliminary Hearing level through Early Disposition Pleas. The remaining miscellaneous closures were attributable to a number of situations such as case conflicts, private counsel representing the client, bond forfeiture or failing to appear for court, the client's failure to financially qualify for representation upon release from incarceration, and/or death of the client.

MISSION

The mission of the Department of the Public Defender is to provide competent and effective legal counsel to any indigent person in Allegheny County who is unable to afford legal counsel in any proceeding where representation is constitutionally required.

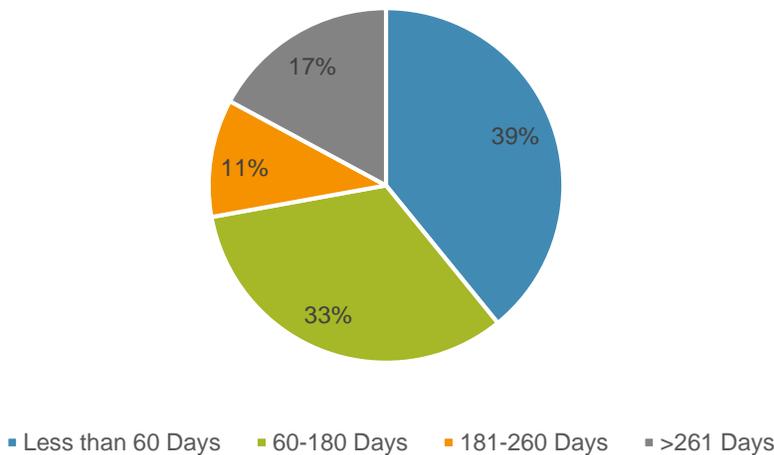
For cases that could not, or should not, be resolved through plea negotiations or pre-trial motions practice, the attorneys in the Trial Division tried 702 cases in 2016. In 52 or 7.5% of cases, a jury was selected from the constituents of Allegheny County.

Jury Trial Results



Case Closing Time: In 2016, the Office of the Public Defender closed a total of 18,556 cases. The following chart shows the length of time between opening and closing of cases.

Case Closing Time



APPEALS DIVISION

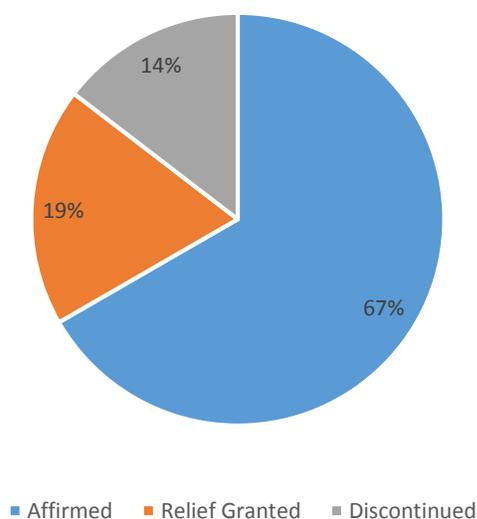
It is very difficult to prevail on appeal in either of the intermediate appellate courts, the Superior Court and Commonwealth Court. However, it is even more difficult to have a petition for allowance of

appeal granted by the Pennsylvania Supreme Court, as the Supreme Court is a policy-making court, not an error-correction court. That being said, the Appeals Division had success in the PA Supreme Court three times in 2016.

In one Supreme Court case, the court granted a petition for allowance of appeal, vacated the defendant’s sentence, and remanded for a new sentencing hearing without application of mandatory-minimum sentencing. In another case, the Appeals Division was the prevailing party in the Superior Court and the Commonwealth filed a petition for allowance of appeal, but the Supreme Court denied it, thereby preserving the client’s success on direct appeal. And finally, the Supreme Court recently issued an order placing a “hold” on a petition for allowance of appeal that the Appeals Division filed after losing in the Commonwealth Court, pending resolution of another petition for allowance of appeal granted by the Supreme Court.

The Public Defender had 96 cases decided by the Superior Court in 2016. In 64 cases, clients obtained no relief, and in 14 cases, clients elected to discontinue their direct appeals. However, the Division received relief for clients in 18 cases. Compared to data from previous years, the Public Defender’s Office obtained relief for clients 19% in 2012, 12% in 2013, 16% in 2014, 22% in 2015, and 19% in 2016.

Direct Appeals Disposed of in 2016



JUVENILE DIVISION

At the beginning of 2016, the Juvenile Division was restructured for efficiency and better service. Beginning in February, all attorneys were given specific judge assignments. This ensured that all attorneys would only be scheduled for court when their judge actually had a case. The system gives the attorney the freedom to schedule their cases at their convenience directly with the judge’s court

staff. It also provided for improved representation in that the same attorney will continuously represent the juvenile throughout the juvenile's time in delinquency court.

The intake duties at the Shuman Center previously performed by an attorney were shifted to the juvenile ombudsman. This shifting of responsibilities was more efficient in two ways. First, it freed up an attorney to perform actual attorney functions in a courtroom. It also enabled the ombudsman interview the juvenile in a timely manner, identify any social work issues that exist, and begin working on solutions that might be needed for juveniles committed to Shuman.

Utilizing this new system enabled the division to reduce the number of attorneys to ten, while continuing to provide quality representation to juveniles in Allegheny County. Simultaneous with the reduction in juvenile staffing, the Juvenile Division represented an increased number of juveniles. Public Defenders represented juveniles in 865 new petitions in 2016, as compared to 776 in 2015.

The attorneys of the Juvenile Division also made group visits to nine residential placements throughout the Commonwealth to inspect the facilities and meet with Allegheny County juveniles residing at those placements. These visits are critical not only to ensure the clients' safety, but also to educate staff and future clients about the services and accommodations provided by residential service providers.